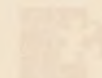
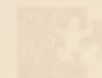
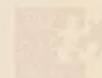
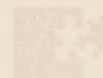


EMPLOYMENT  
EQUITY

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THE ONTARIO PUBLIC SERVICE

**EMPLOYMENT EQUITY ANNUAL REPORT**

**JUNE 1991**  
to **MAY 1992**



Management Board Secretariat



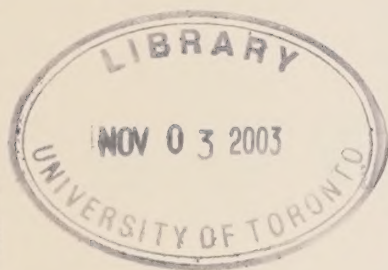
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**JOHN STANLEY**

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**L**ieutenant Governor  
of the Province of Ontario

MAY IT PLEASE YOUR HONOUR:

For the information of Your Honour and the Legislative Assembly, we have the privilege of presenting the first Annual Report on the Ontario Public Service's Accelerated Employment Equity Program for the period June 1991 to May 1992.

Respectfully submitted,



Brian Charlton  
Chair, Management Board of Cabinet



## THE YEAR IN BRIEF

### PROGRAM HIGHLIGHTS

- June 1991 – Accelerated Employment Equity Program announced.
- Launched policies on selection, employment systems reviews, employment accommodation, workplace discrimination and harassment prevention, employment equity, workforce analysis, data management, goals and timetables. This established a comprehensive framework to support long-term organizational change.
- Employment equity funds created to support programs, ministry offices and employment accommodation for persons with disabilities.
- Established designated group networks for OPS employees.
- Developed partnerships with OPSEU, ministries, the OPS Senior Management group, OPS designated group employee networks to assist in program design and implementation.
- Provided training on employment equity and related issues to employment equity practitioners, senior managers, line supervisors and human resources professionals.
- Initiated and introduced external outreach initiatives to attract designated group applicants, particularly for senior management positions.

### STATUS OF DESIGNATED GROUPS

- Aboriginal peoples and persons with disabilities are under-represented in the OPS.
- Racial minorities and Francophones have made significant gains in representation and earnings. Racial minority men are well-represented in middle management and specialist positions but are under-represented in blue-collar jobs and senior management positions. Concern remains that Francophones are concentrated in French Language Service designated positions.
- Women have made gains in representation and experienced a narrowing of the wage gap between themselves and the non-designated group. This was affected by the implementation of pay equity in the OPS which resulted in many 'women's' jobs being valued at the same rate as comparable male-dominated jobs. However, women remain concentrated in lower-paying, female-dominated positions.
- Women with another designated group status experience greater 'ghettoization' and earn less on average than women with no other designated group status and designated group men.

**T**he Ontario government, as the largest employer in Ontario, is committed to being a role model for other employers in achieving employment equity. This will be accomplished in the Ontario Public Service (OPS) when the five designated groups (Aboriginal peoples, Francophones, persons with disabilities, racial minorities and women) are equitably represented at all levels and in all occupations and can fully participate in, and benefit from, all OPS employment policies and practices.

The OPS's experience with equity programs dates back to 1974, when a voluntary affirmative action program for women was introduced in the OPS. In 1987, the Ontario government announced the Employment Equity Program which replaced the Affirmative Action Program and included the five designated groups. In 1989, goals and timetables (including numerical and barrier-elimination goals) were established

as the first substantive employment equity initiative. Although some progress was made after goals and timetables were introduced, it was evident that a reasonable rate of progress would not be achieved unless a comprehensive and integrated employment equity strategy was developed and implemented. As a result, in June 1991, the government announced the establishment of the Accelerated Employment Equity Program.

The accelerated approach to employment equity is closely linked to the government's public commitment to a larger equity agenda, one that includes anti-racism initiatives; workplace discrimination and harassment prevention; human rights; pay equity; legislated employment equity; justice for Aboriginal communities; and education equity.

The Accelerated Employment Equity Program has been designed and developed by the Management Board Secretariat (with direction and support from the Management Board of Cabinet) in consultation with ministries, the Ontario Public Service Employees Union (OPSEU), designated group employees and other key stakeholders.

The accelerated strategy has three phases (see chart on page 10). Phase 1 has focused on creating a solid framework because it was recognized that an infrastructure was needed that would support organizational change. Phase 2 will increase the ability of ministries to effectively implement the program, whereas Phase 3 will see full implementation, which is also intended to meet the requirements of the proposed employment equity legislation.

The purpose of this report is to describe the OPS's progress during Phase 1, (June 1991 – May 1992) which focused on establishing an infrastructure that will support organizational change and the achievement of employment equity in the OPS. Sections 7 and 8 clearly set out the objectives for 1991/92 as well as the results actually achieved during this period. This report reflects the government's commitment to be publicly accountable for its employment equity program.

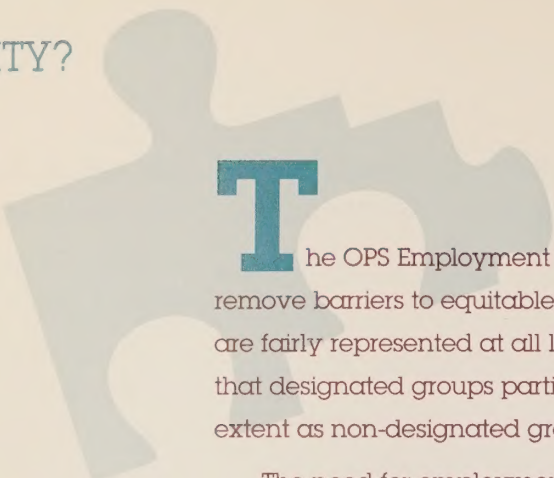
The workforce data reflected in this report compare the OPS workforce in May of 1992 to that in 1989 (when the current data management system was established). It is expected that the introduction of substantive, qualitative

and quantitative initiatives during the past fiscal year will do much to increase the pace of change and benefit designated group members.

If the OPS is to effect real change in its workforce, it is important that it develop a long-term and far-reaching strategy that will create an organization intrinsically fair and free of discrimination.



## WHAT IS EMPLOYMENT EQUITY?



**T**he OPS Employment Equity Program is an organizational change process designed to remove barriers to equitable employment and create a workforce in which the designated groups are fairly represented at all levels and in all occupations. In addition, the program aims at ensuring that designated groups participate in, and benefit from, all OPS employment practices to the same extent as non-designated group members.

The need for employment equity is widely documented, and evidence consistently shows that certain groups continue to experience disadvantages when seeking employment, job information, training, benefits and opportunities for advancement.

Within the OPS, these groups include Aboriginal peoples, Francophones, persons with disabilities, racial minorities and women.

Experience indicates that employment equity goals cannot be achieved through voluntary initiatives. An organization must make a firm commitment to removing employment barriers and follow through on implementing employment equity.

Many employment barriers are systemic, such as policies and practices that have a negative impact on specific groups of people. Others are attitudinal.

Our goal is to create equity in our own organization and act as a model for other employers across the province.



## WHY EMPLOYMENT EQUITY IS A PRIORITY IN THE OPS

### **G**OOD BUSINESS PRACTICE AND INVESTMENT IN THE FUTURE

Nearly two-thirds of Ontario's population are members of one or more of the designated groups. To provide effective programs and services to all Ontario citizens, the OPS needs employees who understand the cultures and needs of the clients it serves. Employment equity will enable the OPS to reflect and effectively serve the province's increasingly diverse population.

At the same time, employment equity ensures that the organization will better utilize its workforce by drawing on the entire pool of experience and skills available.

### **SOCIAL JUSTICE**

The Employment Equity Program will improve employment opportunities for people who, because they belong to a particular group, find themselves discriminated against by employment systems and practices.

It is only right that individuals be judged solely on the basis of their skills and abilities.

### **LEGISLATION**

The *Ontario Human Rights Code* and the *Canadian Charter of Rights and Freedoms* make it a legal requirement for employers to provide equal treatment, without discrimination, to all current and prospective employees. Both the Code and the Charter also state that activities undertaken to improve the condition of disadvantaged groups are not a violation of the right to equality.

On June 25, 1992, the Ontario Minister of Citizenship tabled employment equity legislation for the province. The OPS is subject to the full requirements of the proposed *Employment Equity Act*.

## THE EVOLUTION OF EMPLOYMENT EQUITY IN THE OPS

### 1974

Voluntary affirmative action for women was introduced in the OPS to encourage the hiring and advancement of women.

### 1986

The "I Count" Survey of the OPS determined whether these designated groups, plus Francophones, were similarly under-represented and disadvantaged within the OPS workforce.

### 1987

As a result of the "I Count" Survey, the Ontario Government announced an Employment Equity Program to replace its Affirmative Action Program for women and include five designated groups – Aboriginal peoples, persons with disabilities, Francophones, racial minorities and women.

### 1989

The OPS completed the Workforce Profile Survey of all existing employees and developed a database that would allow for tracking of employment equity progress. In addition, the first corporate and ministry-specific goals and timetables were established.

### 1991

The comprehensive Accelerated Employment Equity Program was announced. It is designed to implement effective policies and programs and assigning accountability for equity within the OPS.

## WHAT IS THE ACCELERATED EMPLOYMENT EQUITY PROGRAM?

**I**n 1989, the OPS undertook a major survey of its existing workforce. This data has become the baseline for measuring employment equity progress in the OPS.

In 1990, the Ontario government asked the OPS to assess the existing program. This assessment indicated that the organization would not meet its objectives if the program relied solely on goals and timetables and that, given the lack of a comprehensive framework and the level of resources required to effectively develop and implement such a program, progress would be limited.

It was concluded that an acceptable rate of progress could not be achieved unless a comprehensive and integrated employment equity strategy was developed and implemented. In addition, the capacity to effectively implement and monitor employment equity in the OPS needed to be increased at both the central and ministry levels.

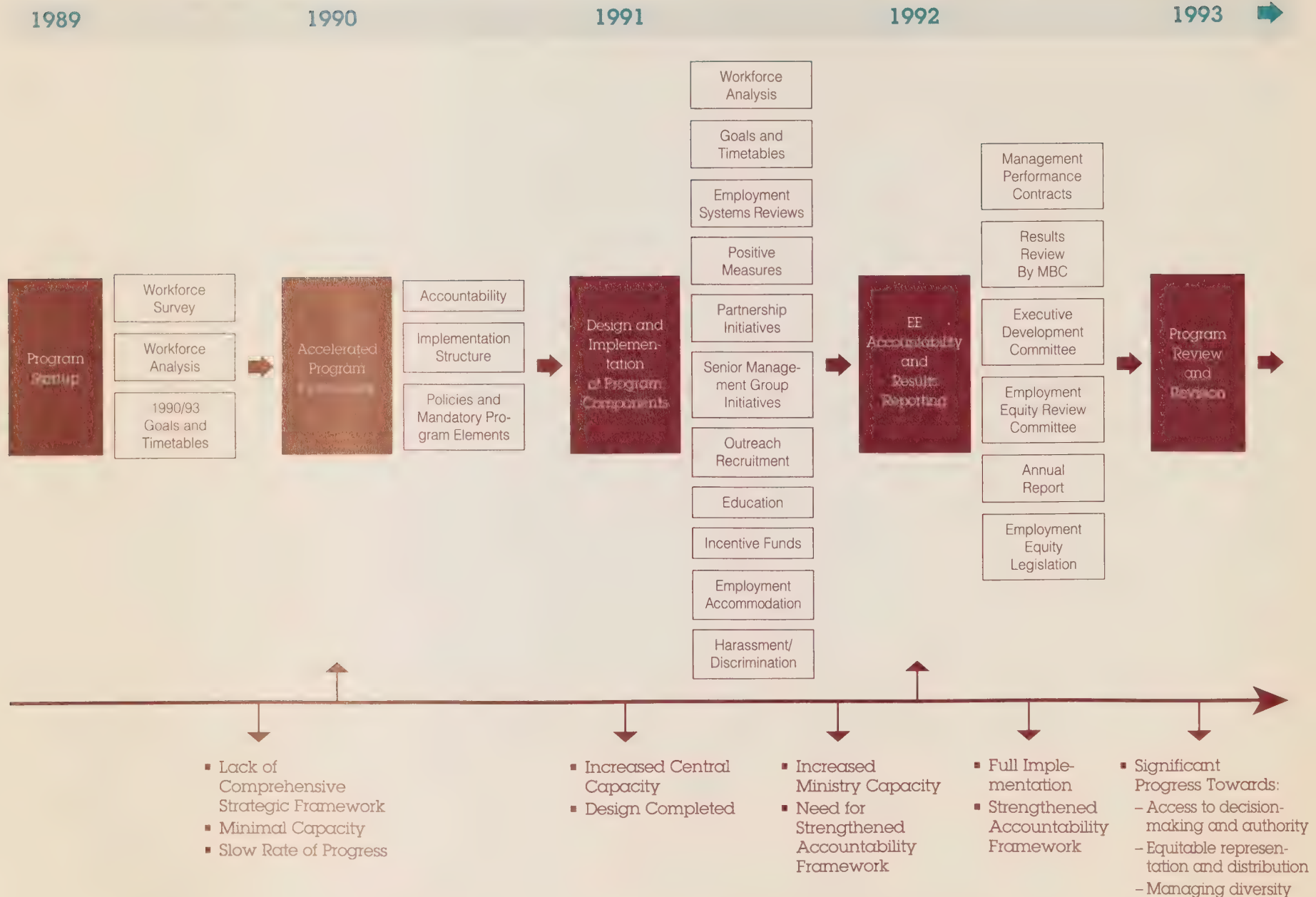
As a result, the Accelerated Employment Equity Program was announced in 1991. This program provides a set of clear guidelines and directives, together with program support so that ministries can achieve their employment equity goals.

The approved framework includes:

- A structure for accountability.
- Central-agency and ministry-level responsibilities and operating structures.
- Guiding policies and mandatory program elements.



# ONTARIO PUBLIC SERVICE EMPLOYMENT EQUITY PROGRAM



# IMPLEMENTING EMPLOYMENT EQUITY: A COMPREHENSIVE APPROACH

## A FRAMEWORK FOR ACCOUNTABILITY

The ability of the OPS to achieve employment equity and play a leadership role in the province depends, to a great extent, on effective and clearly defined accountability mechanisms.

Accordingly, a comprehensive employment equity accountability framework is in the process of being implemented. This framework provides the means for evaluating ministry, as well as corporate, programs and results.

At the senior management level, all deputy ministers have employment equity objectives as part of their *performance agreements*. Deputy ministers also report to an inter-ministry committee, which coordinates and monitors Ministry employment equity progress as it relates to senior management positions.

Deputy ministers are held accountable for the success of the Employment Equity Program within their own ministries. They are required to submit annual *employment equity plans and results* to the Management Board of Cabinet, which monitors and evaluates employment equity progress.

At the corporate level, the OPS has established an Employment Equity Review Committee which will report to the Chair of the Management Board of Cabinet and advise

and consult on the program. Its members will include designated group employees, employment equity staff, OPSEU members, and representatives from external community groups. The Committee and its membership will be announced early in 1993.

In addition, as part of the accountability framework, the OPS will publish *annual public reports* on its progress toward achieving employment equity in the OPS.

## CENTRAL-AGENCY AND MINISTRY-LEVEL RESPONSIBILITIES AND OPERATING STRUCTURES

In order to implement the Accelerated Employment Equity Program, it was important for the OPS to establish a strong central role as well as define ministry responsibilities. As a result, responsibility for corporate policy and program design was given to the Management Board Secretariat (MBS), and ministries were assigned responsibility for implementation.

Specifically, the MBS's role is to develop a comprehensive infrastructure to help ministries meet their goals and provide support for ongoing implementation, monitoring, evaluation and modification. To date, MBS has developed an integrated corporate employment equity strategy and provided policies and program components to ministries. It also administers a number of funds that support the implementation of various employment equity initiatives and the establishment of ministry employment equity offices.

Ministries are required to establish a dedicated employment equity office with a manager who reports directly to the deputy minister. These offices provide support in implementing employment equity as well as monitor progress toward achieving individual ministry goals and timetables. Specifically, they are responsible for program design and delivery, including data analysis, employment systems review, fund administration, counselling, training, and advancing the rights of designated group employees.

Ministries are currently establishing these offices in preparation for program implementation during 1993–94. They will be reporting on their progress in the 1992–93 annual report.

## **GUIDING POLICIES AND MANDATORY PROGRAM ELEMENTS: OBJECTIVES AND RESULTS TO DATE**

### ***Guiding Policies***

A comprehensive policy framework has been developed in order to provide ministries with a clear understanding of the key goals of the Accelerated Employment Equity Program. These directives and guidelines cover:

- Employment equity.
- Employment systems review.
- Data management and workforce analysis.
- Positive measures.
- Employment accommodation for persons with disabilities.
- Workplace discrimination and harassment prevention.

### **GUIDING POLICIES**

#### **1991–92 Objectives**

- Develop all employment equity-related directives and guidelines in consultation with internal and external interest groups.

#### **Results to Date**

- Developed and issued directives and guidelines on all of the above, except positive measures.
- Established an inter-ministry committee to develop the directive on positive measures.

### ***Mandatory Program Elements***

The mandatory elements of the OPS Accelerated Employment Equity Program have been defined, and several are now being implemented in ministries, schedule 1 agencies, boards and commissions.

The mandatory elements are described below.

### **WORKFORCE ANALYSIS AND MONITORING OF PROGRESS**

Analyzing the employment status of designated groups in the OPS workforce is an integral part of achieving employment equity.

The OPS workforce is large and complex. Staff work in many different occupations in ministries with very diverse businesses and are employed throughout the province.

This diverse workforce and its changing composition require that workforce data be regularly collected and made available. This data enables us to determine what needs to be changed in the workforce composition, identify the opportunities which exist to make that change, assess progress, and measure how opportunities for change were actually used.



## **WORKFORCE ANALYSIS AND MONITORING PROGRESS**

### **1991–92 Objectives**

- Establish a framework to facilitate analysis of the OPS workforce as a whole and by ministry.
- Provide ministries with regular workforce profile updates.
- Develop data on internal and external designated group availability.
- Review and revise employment equity goals and timetables.

### **Results to Date**

- Established a central research and data unit to support corporate and ministry program implementation.
- Issued the Data Management Directive and Guideline, and the Workforce Analysis Directive.
- Provided workforce profile data and reports to ministries on a semi-annual basis.
- Developed and piloted an automated system to monitor hiring competitions.
- Achieved a 92% response rate to Workforce Profile Survey as of May 1992.
- Ministries reviewed and revised their employment equity goals for the period 1990 to 1993.

## **EMPLOYMENT SYSTEMS REVIEWS**

Discriminatory employment policies and practices are a major cause of the under-representation and uneven distribution of designated groups in the workforce. Employment discrimination faced by these groups may be overt or hidden within employment systems and practices.

The Employment Systems Review (ESR) process provides a framework for identifying causes of employment discrimination, making recommendations for change and developing strategies for implementing them.

Every deputy minister is required to establish a joint management-union ESR taskforce responsible for undertaking the ESR. Each taskforce must include members of the designated groups.

Central funding is available for implementing the ESR. Ministries are accountable for the process and determine the scope and priorities of their activities.

## **EMPLOYMENT SYSTEMS REVIEW**

### **1991–92 Objectives**

- Develop ESR pilot projects.
- Development of evaluation model.
- Issue ESR Directive.
- Initiate ESRs in six to eight ministries.
- Integrate ESR and Human Resources Audit Guidelines.

### **Results to Date**

- Completed Human Resources Secretariat and Ministry of Labour pilot projects.
- Implemented some recommendations of the pilot projects within the two ministries.
- Developed an ESR evaluation model and evaluated the pilot projects.
- Issued the Employment Systems Review Directive.
- Developed and distributed ESR Manual and Technical Guide.
- Created the ESR fund.
- Established central ESR consulting service.
- Initiated ESRs in six ministries.

## **PARTNERSHIPS**

A key component of the employment equity strategy is partnership with OPSEU, other bargaining agents, ministries, community organizations, Treasury Board, Cabinet Office, and advisory committees representing OPS designated group employees.

In order to design an effective employment equity program, it was important for the OPS to broaden contacts with internal and external equity-seeking groups. As a result, extensive consultations have been undertaken relative to all program components (policies, procedures, initiatives, etc.).

## **PARTNERSHIPS**

### **1991-92 Objectives**

- Strengthen partnerships and community involvement.
- Develop joint ventures with public and private sectors.
- Participate in outreach recruitment conferences.
- Expand Outreach Recruitment Directory.
- Attend job fairs.

### **Results to Date**

- Representatives from OPSEU, the Management Board Secretariat and ministries have formed a Joint Consultative Committee on Employment Equity to develop collaborative OPS employment equity initiatives.
- Negotiated a clause on seniority and employment equity in the collective agreement between OPSEU and the Management Board of Cabinet.
- Established OPS designated group employees' advisory committees:
  - Ontario Native Circle on Employment Equity
  - Persons with Disabilities Advisory Group
  - Racial Minority Network
  - Francophone Caucus on Employment Equity

- Established an employment equity subcommittee of the Executive Development Committee. The Committee reports to the Secretary of Cabinet and OPS deputies. The subcommittee focuses on employment equity goals, programs and progress for the OPS Senior Management group.
- Presentations were made to the Employment Equity Commission's public consultation hearings by the Management Board Secretariat, the OPS designated group employees' advisory committees, OPSEU and the OPS Employment Equity Council.
- Held conferences for OPS designated group employees:
  - "Honouring the Difference" conference, focusing on the OPS work environment and the views of Aboriginal employees and OPS managers
  - Racial Minority Forum, focusing on building a network among racial minority employees
  - Equity Works Conference, focusing on issues affecting persons with disabilities, and the needs of current OPS employees in this group

## EDUCATION

Employment equity education is a key component of successful program implementation. As a result, the OPS has made a commitment to provide training to all employ-

ees (particularly managers and supervisors) in order to raise awareness and promote a better understanding of employment equity and human rights issues.

## COMMUNICATION

In order to increase understanding and awareness of the goals of employment equity, it is important for the OPS to ensure that all employees receive frequent and clear communication about the program and its various components.

### EDUCATION

#### 1991-92 Objectives

- Finalize a training strategy and complete course design for all components of the Employment Equity Program. Modules include:
  - the overall employment equity program
  - employment equity awareness and human rights
  - accommodation in employment for persons with disabilities
  - positive measures
  - workplace discrimination and harassment prevention
  - workforce planning/employment equity goals and timetables/staffing
- Train ministry trainers.
- Initiate training programs.

#### Results to Date

- Developed a corporate training strategy.
- Established central training unit to develop core curricula, assist ministry employment equity trainers and deliver senior management training.
- Delivered employment equity awareness training called "Operationalizing Employment Equity" to approximately 1,500 managers and supervisors throughout the OPS.
- Began training of employment equity practitioners, employment systems review taskforces and human resource internal auditors.
- Developed consultative partnerships with ministries for the design of core curricula and delivery of training.

### COMMUNICATION

#### 1991-92 Objectives

- Develop a comprehensive communications strategy.
- Prepare program support materials.
- Publish a public annual report.

#### Results to Date

- Developed a corporate communications and marketing strategy.
- Produced corporate brochures and materials on each program component.



## POSITIVE MEASURES

Positive measures are employment equity initiatives or programs that provide a remedy to previously disadvantaged groups, i.e., designated groups, in order to bring about an accelerated and permanent improvement in their representation and occupational distribution within the workforce. Without these measures, the OPS will continue to have severe under-representation for the longer term. The OPS will put a variety of such measures in place in areas relating to hiring, promotion and training.

Positive measures must be planned and linked to the results of the workforce analysis and employment systems reviews. They must be reviewed regularly in order to assess their impact and be modified as necessary to ensure that they are achieving the desired results.

In planning for positive measures, it is important to maintain a balance between the rights of the designated groups and the non-designated group.

Positive measures are permitted by the *Canadian Charter of Rights and Freedoms* (section 15) and the *Ontario Human Rights Code* (section 14).

## POSITIVE MEASURES

### 1991-92 Objectives

- Develop policy on special measures.

### Results to Date

- Management Board of Cabinet approved the Framework for Implementing Positive Measures across the OPS.
- Positive measures in progress include developmental opportunities funded through corporate initiatives such as the Employment Equity Fund and the Inroads Program, targeted training initiatives and mentoring programs.

## LEADERSHIP: SENIOR MANAGEMENT GROUP INITIATIVES

Access to positions of authority and decision-making is critical to the success of employment equity. This includes ensuring that the senior ranks of the OPS equitably represent all designated groups.

## **LEADERSHIP: SENIOR MANAGEMENT GROUP INITIATIVES**

### **1991-92 Objectives**

- Conduct data analysis of the OPS Senior Management group.
- Develop a workplan linked to employment equity goals and timetables.
- Establish employment equity programs to meet senior management goals.

### **Results to Date**

- Completed corporate analysis of the Senior Management group.
- Presented an analysis of the critical issues related to designated group participation in senior management positions to the Executive Development Committee (EDC).
- Established an inter-ministry subcommittee on employment equity in the Senior Management group reporting to the EDC.
- Developed a guiding principles statement on Senior Management group employment equity.
- Established the EquitySource Inventory, in which 400 designated group candidates are listed and included in a private sector database; 50 referred candidates have been hired since January 1992.
- Developed and implemented the Corporate Mentoring Program with a focus on designated group employees; this program matched experienced individuals with less experienced colleagues and helped ministries to establish internal mentoring programs.
- Introduced the Inroads Program, which provided six designated group members with two-year developmental positions in senior management.

## **OUTREACH RECRUITMENT**

External recruitment of designated group applicants is important to the achievement of employment equity. This is particularly true for Aboriginal peoples and persons with disabilities, whose OPS representation is low.

In addition, designated groups are also under-represented in the senior management ranks.

The Management Board Secretariat and several ministries are developing tools to support the recruitment of designated groups.

## **OUTREACH RECRUITMENT**

### **1991-92 Objectives**

- Update Outreach Recruitment Directory.
- Hold outreach recruitment conferences and OPS job training fair.
- Develop OPS central inventory and databank of designated group candidates.

### **Results to Date**

- Updated and distributed Outreach Recruitment Directory, listing 800 employment services across the province.
- Incorporated employment equity statement in external and internal job advertisements.
- Provided corporate training to OPS managers and human resource staff on employment equity outreach recruitment strategies.
- Developed job search brochure for prospective external applicants to the OPS.
- Created a two-year OPS internship program for post-secondary school graduates from designated groups.

## INCENTIVE FUNDING

In order to support ministries' efforts to implement employment equity policies and programs, the Management Board

Secretariat has developed and currently administers a number of corporate funds.

## PREVENTING WORKPLACE DISCRIMINATION AND HARASSMENT

The new Workplace Discrimination and Harassment Prevention (WDHP) program is designed to create a work environment free from discrimination and harassment.

The policy clearly states that discrimination and harassment will not be tolerated in the OPS and outlines options available to employees who believe they have been discriminated against and/or harassed on prohibited grounds.

### INCENTIVE FUNDING

#### 1991-92 Objectives

- Identify and establish a range of funds to support ministry employment equity initiatives.

#### Results to Date

- Established the Ministry Employment Equity Offices Resource Fund to support the establishment of employment equity offices in ministries and the hiring of trainers, data analysts and program officers.
- Established three-year (1990 to 1993) Employment Equity Fund to support developmental opportunities for designated group employees, education and training initiatives and special pilot projects; 266 projects have been approved since inception – 192

developmental opportunities, 27 education and training programs, and 47 pilot projects.

- Created the Employment Accommodation Fund to assist ministries in financing accommodation costs for employees and applicants with disabilities as well as to create a more accessible environment; it has funded 164 requests for individual accommodation and supported 23 projects eliminating systemic accommodation barriers.
- Initiated the Employment Systems Review Fund to fund the completion of ministry ESRs; it has provided support to 10 ministries.
- Established an internship program in 1989 with a focus on designated group university and college graduates. It provides two-year, on-the-job training programs in a wide variety of positions; 180 first-year internship positions have been created.



## **PREVENTING WORKPLACE DISCRIMINATION AND HARASSMENT**

### **1991–92 Objectives**

- Develop broader policy to address workplace discrimination and harassment prevention.
- Establish central investigative function.
- Train and guide ministry WDHP staff.

### **Results to Date**

- Implemented the Workplace Discrimination and Harassment Directive and Guideline.
- Established a central unit to provide ministries with advice and consultation; investigation services; and training for coordinators, advisers and investigators.
- Trained approximately 500 coordinators, advisers and investigators appointed by ministries.
- Trained 125 employment equity and human resources staff on WDHP.
- Developed and distributed guidelines to managers and employees.

## **EMPLOYMENT ACCOMMODATION FOR PERSONS WITH DISABILITIES**

The Employment Accommodation Program for persons with disabilities ensures accommodation in all aspects of employment – recruitment, job performance, training and development. Ministries are given detailed guidelines outlining human support services, technical aids and devices, communication services, workstation modifications, building modifications, accessible transportation and job redesign.

The program also provides support, information and funding to ministries to accommodate individual employees and make the workplace more accessible to people with disabilities.

## **EMPLOYMENT ACCOMMODATION FOR PERSONS WITH DISABILITIES**

### **1991–92 Objectives**

- Develop overall and specific policies on employment accommodation.
- Administer central Employment Accommodation Fund to offset costs associated with providing accommodation.

### **Results to Date**

- Launched the Employment Accommodation Directive and Guideline.
- Established a central unit to provide advice, consultation and support.
- Created the Employment Accommodation Fund to help ministries finance the cost of accommodating individual employees with disabilities as well as remedying systemic accommodation barriers.
- Approved funding for 278 items and services and 22 systemic accommodation projects.
- Trained 125 employment equity and human resources staff on employment accommodation.

### DEFINITIONS OF THE DESIGNATED GROUPS

#### ABORIGINAL PEOPLES:

- North American Indians, Métis or Inuit of Canadian or American (U.S.) origin. This category includes people who describe themselves as Status, Registered or Non-Status Indians.

#### FRANCOPHONES:

- people for whom French was one of the languages that they first learned at home and which they still understand.

#### PERSONS WITH DISABILITIES:

- people who, because of long-term or recurring physical or mental conditions, experience difficulties in carrying out the activities of daily living.

#### RACIAL MINORITIES:

- people who, because of their race or colour, are in a visible minority in Canada.

#### WOMEN:

- all women, including those from the other designated groups.

### BARRIERS TO EQUITABLE EMPLOYMENT

Discriminatory employment policies and practices are a major cause of the under-representation and uneven distribution of designated groups in the workforce.

The employment discrimination faced by these groups is both intentional and unintentional. Systemic discrimination can be found in the OPS's culture, systems and practices. These practices present substantial employment barriers because they are so embedded in the organization that they have become almost invisible. They are accepted as the way things are done and are seldom questioned, making them difficult to change.

It is critical, therefore, that the OPS look at how its management policies, practices, culture and structure – its employment systems – affect all of its employees. Once employment barriers are identified, they can be removed by implementing a comprehensive employment equity program.

Members of the designated groups play a critical role in identifying the barriers they face and in recommending and implementing solutions.

Over the past year (1991–92), *designated group employees were asked to express their views about their employment experiences and develop recommendations.* This information guided the development of the OPS Accelerated Employment Equity Program. The process of consultation will continue in order to ensure that the OPS

program remains relevant and responsive to the needs of its primary stakeholders.

The OPS has also asked each ministry to complete an Employment Systems Review (ESR) by December 1993 to scrutinize their individual employment practices. These comprehensive ESRs will enable the organization to fully understand the impact of policies, practices and organizational culture; identify employment barriers; understand what is working and what is not; set priorities and determine what change needs to take place.

A more complex and difficult employment barrier is that of discrimination based on attitudes. Once again, the OPS asked designated group employees to share their experiences and perceptions. These groups were listened to and they have helped, and are helping, to shape many aspects of the employment equity program.

However, change on this level requires long-term cultural change. These issues cannot be resolved immediately. Instead, it will take a strong will and an ongoing commitment to deliberate strategies that will bring about changes in the OPS's attitudes and behaviours. *The OPS is prepared to meet this challenge as it works to build an organization that values, rewards and promotes diversity as an integral part of a competitive, effective workforce.*

The following section includes:

- A listing of experiences and perceptions identified as employment barriers common to all designated group employees in the OPS. Those consulted indicated that, although there was some common ground, designated

groups also experienced different patterns of discrimination.

- A listing of experiences and perceptions unique to each designated group, together with an analysis of their status based on data obtained from the Workforce Profile Database.

### **Shared Barriers: Experiences and Perceptions Corporate Culture**

- Many of the designated groups feel that they are not accommodated by the corporate culture, which is predominantly white, and that this isolates and excludes them from full participation in the OPS workforce.

### **Racism and Sexism**

- Racial minorities and women both experience exclusion from, and discrimination in, employment as a direct result of racism and/or sexism. These two behaviours form the historical roots of discrimination and still permeate the workplace. Essentially racism and sexism are the result of one group of people asserting power over other groups solely on the basis of their race and/or gender. These behaviours can be demonstrated on a systemic or individual level.

### **Recruitment and Selection Practices**

- When employment opportunities are advertised through “word-of-mouth,” informal networks, internal postings or restrictive competitions, many designated group members are unable to gain access to them.

- Inflated selection criteria that require degrees, credentials and experience that are not necessary for doing a job, together with the tendency to discount non-traditional work experience, exclude many designated groups who may have difficulty obtaining education or employment because of discrimination.

### **Training and Career Opportunities**

- Many designated group members find that their skills, experiences and credentials are undervalued – regardless of where they were acquired – making it difficult for them to compete on an equal footing with the non-designated group.
- Traditional stereotypes about designated groups and their abilities frequently lead them to be significantly over- or under-represented in certain occupations.
- Designated groups often experience barriers to training, career development and advancement because 1) they are over-represented among unclassified staff; 2) they are ghettoized into a limited number of occupations; and 3) their past experience and future potential is overlooked.

### **Support Groups**

- The lack of support groups for members of designated groups undermines full participation in the OPS workforce and contributes to alienation.
- The small numbers of some designated group employees – either within the workforce or within certain occupations – lead many to feel isolated and to consider their hiring an indication of “tokenism.”



# A

## ABORIGINAL PEOPLES

European settlement in North America is well-documented, but facts about its impact on Aboriginal peoples and the results of official policies toward these communities are generally not communicated.

Powerful societal stereotypes about Aboriginal peoples persist because of lack of knowledge about Aboriginal history, culture and values. As a result, the contributions of Aboriginal peoples to Canadian history have gone unacknowledged; therefore, current and potential contributions are undervalued and negative stereotypes replace facts.

This situation has implications for how Aboriginal peoples are affected by the systems, practices and attitudes within the OPS.

### ***Barriers: Experiences and Perceptions***

#### **Corporate Culture**

Aboriginal peoples feel excluded from mainstream culture. Some examples are:

- Orientation programs that fail to recognize Aboriginal values and needs and do not help them understand the values and expectations of the OPS.
- Systems of pay and benefits, and divisions of labour, that are based on a system of superiors and subordinates, which is contrary to Aboriginal peoples' concept of equality.
- Managers who believe that all Aboriginal people are experts on their Aboriginal communities and pressure them into positions that they have not trained for (e.g. policy analyst on native affairs).

#### **Recruitment and Selection Practices**

- Aboriginal peoples do not always hear about openings in the OPS (and therefore do not apply) when jobs are advertised in "mainstream," non-Aboriginal media or in restricted geographical areas.
- Standard interviewing procedures are often considered to be intimidating, inflexible and alien to Aboriginal ways.

**Tokenism and Isolation**

- Aboriginal peoples report that, in some situations, efforts to recruit Aboriginal people seem to end once a person has been hired leaving that individual alone and isolated.

**Representation of Aboriginal peoples in the OPS**

**Overall**

As of May 1992, Aboriginal peoples represented 1.7% of the OPS workforce (1,099 employees).

Aboriginal peoples are under-represented in the OPS in all areas of the province except Metro Toronto and Central Ontario. The most notable disparity can be found in North-western Ontario, where Aboriginal peoples represent 8.6% of the working-age population but only 4.7% of the regional OPS workforce.

**Classified Versus Unclassified Positions**

Aboriginal peoples experience many barriers in employment, and one that is very evident in the OPS is the lack of job security. Of the 1,099 Aboriginal OPS employees, 102 (9.3%) are employed in the unclassified service (i.e. not permanent staff).

**Proportion of OPS Employees in Unclassified Positions**

Aboriginal men	8.4%
Aboriginal women	10.2%
Non-designated group	3.8%
All employees	6.9%

Aboriginal peoples were hired into the OPS at a rate higher (1.9% of all new hires, or 348 people) than that of their representation in the province's working-age population (1.7%) during the period June 1989 to May 1992. However, their high rate of departure (173 exits) resulted in only slight net gains in overall representation in the OPS during this period – an increase to 1.7% from 1.5% in June 1989.

**Occupational Distribution**

Aboriginal men and women earn less, on average, than all other designated groups. Aboriginal men averaged 85.8% of the earnings of the non-designated group, and Aboriginal women earned 75.0%. The significant wage gap indicates an over-representation in lower paying occupations of the OPS. For example, 22.4% of all Aboriginal men work in the

Maintenance Services occupational category, which includes Trades and Crafts, Vehicle Operations and Radio Operations. However, only 7.0% of the OPS workforce are employed in this category.

Similarly, 44.3% of all Aboriginal women work in the Office Administration occupational group, compared to 22% of all OPS employees.

**Proportion of the Average Salary of the Non-Designated Group Earned by Aboriginal Peoples (May 1992)**

Aboriginal men	85.8%
All designated group men	96.5%
Aboriginal women	75.3%
All women	82.2%



## F RANCOPHONES

Francophones in Ontario see themselves as a group who have always had to struggle against linguistic, educational, economic and social inequities. Although these inequities are seen as less pervasive today, the fundamental conflict persists between the values of a Francophone minority determined to preserve its linguistic and cultural heritage, and the values of the well-established Anglophone majority. This conflict may result in alienation, resentment and employment barriers.

### **Barriers: Experiences and Perceptions**

#### **French Language Services Act**

- Misunderstandings exist in the workplace about the rationale for and purpose of the *French Language Services Act*.
- Some managers believe that job opportunities related to the Act meet their employment equity objectives for Francophones.
- Many Francophones are ghettoized in positions designated by the Act (often lower paying positions such as receptionists), which exist in significant numbers in some ministries.
- A misleading portrayal of Francophone representation exists in the OPS workplace: total numbers indicate that this group is well-represented in the workforce, but this representation may mask poor distribution patterns or pockets of concentration in designated positions.
- As a result, job advertisements tend not to include Francophones as an employment equity target group in outreach recruitment.

#### **Corporate Culture**

- Stereotypical views lead some to believe that the greatest and most useful skill of Francophones is their ability to communicate in the French language and that they do not have the qualifications to do a variety of jobs.



- Francophone employees are often asked to perform translation activities that exceed their job descriptions and for which they hold no particular qualifications.

### **Recruitment and Selection Practices**

- Francophones within the OPS report that résumés sent in by Francophones are placed in files slotted only for positions designated by the *French Language Services Act*.
- The area-of-search restriction (40-kilometre radius) penalizes Francophones who live in Francophone communities outside this area.
- No English language tests are administered for unilingual positions, yet the level of French/English proficiency of Francophone applicants is verified, sometimes in a haphazard way.

### **Training and Developmental Opportunities**

- Where there is only one person occupying a designated position, opportunities for training, secondment (i.e. working on loan to another ministry) or professional development are reduced because management may have difficulty finding a replacement.
- No training courses are offered in the French language.

### **Representation in the OPS**

#### ***Overall***

As of May 1992, Francophones represented 8.2% of the OPS workforce and 6.3% of the working-age population in Ontario. They are under-represented in the OPS workforce in the Northeastern and Eastern regions in comparison with their representation in the working-age population of these regions.

#### ***Occupational Distribution***

Though well-represented in the OPS overall, Francophones are under-represented in senior management positions (6.3%) in comparison with their overall representation in the OPS workforce (8.2%). Although 51.0% of all OPS Francophones are women, only 37.7% of the Francophones in senior management positions are women.

Of all Francophone women in the OPS, 52.4% work in the Office Administration group, compared to 22% of all OPS employees.



## PERSONS WITH DISABILITIES

Persons with disabilities have experienced long-term patterns of exclusion from all aspects of society, including education, housing, transportation and employment. Although some may have a physical or functional limitation, this does not necessarily interfere with their ability to do a particular job or to deliver top-quality performance. It does mean that certain kinds of accommodation may have to be made to enable people with disabilities to function effectively. The inadequacy of, or failure to provide, this accommodation creates the main barrier for these individuals. As well, people with disabilities who are also members of other designated groups experience additional barriers in their work lives.

### *Barriers: Experiences and Perceptions*

#### **Employment Accommodation**

- For many persons with disabilities, employment accommodation is critical to successful job competition and performance.
- Barriers in physical access, procedural barriers in human resources decision-making and a lack of technical aids in the interview process put persons with disabilities at a disadvantage.
- Persons with disabilities identified bureaucratic red tape as a barrier to quick access to the technical aids and/or support services required to perform the job successfully.

#### **Recruitment and Selection Practices**

- Persons with disabilities have traditionally been excluded from the mainstream of society (including employment opportunities), so job applicants from this group may have a limited history of paid work.
- Persons with disabilities are not often considered for developmental opportunities and special projects offered to non-disabled staff, limiting access to the opportunities they need to acquire additional skills and experience.

#### **Attitudinal Barriers and Stereotyping**

- Managers who focus on the disability rather than on the individual with a particular set of skills and abilities will likely make hiring and promotional decisions based largely on stereotypes and inaccurate information.

- Lack of experience with persons with disabilities makes some people feel uncomfortable with members of this group and leads to further isolation of them.

### Representation in the OPS

#### Overall

Currently, the hiring rate of persons with disabilities (4.2% of new hires between April 1991 and May 1992) is not equitable when compared to the rate at which they are represented in the working-age population of Ontario (7.4%). Their limited access to the OPS workforce leaves them the most under-represented designated group. Whereas other designated groups have made gains in their representation in the OPS workforce since June 1989, no gains have been made by persons with disabilities.

#### Persons with Disabilities

*Disability Occurring Before or After Employment with the OPS*

Total persons with disabilities, May 1992	2,516
Disabilities occurring before employment in OPS	49.0%
Disability occurring after employment in OPS	47.9%

Whereas persons with disabilities make up 7.4% of the provincial working-age population, only 3.8% of OPS employees identified themselves as having a disability in May 1992. This was a decrease from June 1989, when persons with disabilities represented 4.3% of the workforce.

This significant under-representation is itself viewed as a barrier to employment, because the absence of persons with disabilities in the workplace reinforces perceptions about their inability to participate.

In the period April 1991 to May 1992, the number of persons with disabilities in the OPS declined by 105 to 2,516.

Some employees returning from long-term disability who may have become disabled are not being resurveyed and given the opportunity to self-identify as having a disability. This could result in an unrealistically low count of persons with disabilities in the OPS.

A large proportion of persons with disabilities who exit the OPS leave to retire. This reflects disabilities occurring as a result of aging, accident or illness while on the job. As the following box shows, 38.1% of the persons with disabilities leaving the OPS between April 1991 and May 1992 actually retired, compared with 13.7% of other exiting employees.

#### Separation of Persons with Disabilities by Reason – April 1991 to May 1992

	All employees (6,198)	Persons with disabilities (118)
Contract expired	42.6%	21.2%
Retirement	13.7%	38.1%
Resignation	28.1%	25.4%
Other	15.6%	15.3%

#### Occupational Distribution

Women with disabilities are doubly disadvantaged in that they experience employment barriers on the basis of both sex and disability. They are more severely under-represented in the OPS and are more often concentrated in lower paying jobs than their able-bodied female and disabled male counterparts.

Of women with disabilities in the OPS, 41% are employed in the Office Administration group, compared to 22% of all employees.





# RACIAL MINORITIES

Current and projected trends in the composition of Ontario's population indicate increased diversity among racial minorities.

This designated group includes people who originate from Asia, Africa, Central and South America, the Caribbean, the Pacific and North America. Although these groups may collectively have different cultures and life experiences, they have historically shared, and continue to share, the experience of discrimination in employment in Canada.

## *Barriers: Experiences and Perceptions*

### **Corporate Culture**

- Cultural differences in outlook and communication are frequently not understood or accommodated. Racial minorities feel pressured to conform to established cultural requirements, yet are given little opportunity to contribute to, learn about, or participate in the organization's culture.

### **Recruitment and Selection Practices**

- Non-Canadian experience, education, qualifications, accreditation and references are not being recognized or adequately assessed.
- Some racial minorities feel that the majority of interview panels are not representative of the designated groups and do not reflect a varied perspective.

### **Training and Developmental Opportunities**

- A lack of appeal mechanisms that enable racial minorities to challenge decisions about secondments or acting assignments continues their exclusion.

### **Management Support and Accountability for Employment Equity**

- Many racial minorities view management as being resistant to the changes that will result from the Employment Equity Program.

## Representation of Racial Minorities in the OPS Overall

In May 1992, 8,379 OPS employees reported themselves as belonging to a racial minority group. Although men outnumber women in the overall OPS workforce, racial minority women outnumber racial minority men and represent 57.8% of racial minority employees in the OPS.

Racial minorities are well-represented in the OPS overall. Whereas they represent about 8.6% of Ontario's working-age population (1986), they currently make up 12.7% of the OPS workforce. However, racial minorities are under-represented in the Eastern, Southwestern and Northwestern regions of the province. In Metro Toronto, where racial minorities make up 20.2% of the working-age population, they represent 27.3% of the OPS workforce.

## Occupational Distribution

Racial minority women are significantly over-represented in the Office Administration category. Only 22.1% of all OPS jobs are in the office administration category, yet 41.9% of all women and 56% of all racial minority women work in this area.

Racial minority women also face greater barriers than racial minority men in gaining senior management positions.

Although racial minority women outnumber racial minority men in the OPS workforce, they represent only 24.4% of the 160 racial minority employees in the Senior

Management group. Racial minority women make up 15.0% of all women in the OPS and only 7.0% of the 557 women in the Senior Management group who responded to the Workforce Profile Survey.

## Where Racial Minority Women Work

*Of the 4,842 racial minority women in the OPS, 72.3% work in five of the 124 occupational groups:*

Office Administration	2,710
General Administration	237
Nursing	216
Management Systems and Services	177
Institutional Care	161

On average, racial minority women earn significantly less (80.5%) than the earnings of the non-designated group, and less than women with no other designated group status, who earn 83.9% of what the non-designated group earns.

Racial minority men earn the same as the non-designated group. This is because racial minority men are noticeably absent from the traditional male-dominated, lower paying, blue-collar jobs. However, they are well-represented in middle management and specialist positions.

Racial minority men are well-represented in the occupational groups that "feed" the Senior Management group. However, they tend to be concentrated in profes-

sional occupational groups (e.g. engineering, financial administration, management systems and services) without responsibility for policy development or for supervising staff. This limits their progression into senior management positions, creating a "glass ceiling." Racial minority women, because of their significant concentration in certain occupational groups, experience the "glass ceiling" at a lower level in the organization.

In the Senior Management group, racial minorities are significantly over-represented in the lower levels.

## Distribution of Racial Minorities in the Senior Management Group

	Racial minorities	All SMG employees
SMG-1	72%	58%
SMG-2	23%	33%
SMG-3	5%	9%
	100%	100%



# WOMEN

It has long been recognized that gender inequity is pervasive in all aspects of Canadian society. Affirmative action programs were implemented in the 1960s to address inequities in employment. Despite active intervention over this prolonged period, traditional views of women's roles still keep them mainly in lower- and middle-level positions. It is also apparent that women who are also members of another designated group face additional barriers.

## *Barriers: Experiences and Perceptions*

### **Corporate Culture**

- Women find that their approaches to work and management are often not valued by the larger OPS system.
- Women report that they frequently experience “invisibility” when their ideas and opinions are not “heard” in meetings and their contributions at decision-making levels are ignored.

### **Stereotyping and Sexism**

- Some jobs are still perceived by many as “men’s work” and other jobs as “women’s work.” These traditional views may be keeping women concentrated in support positions, usually at lower occupational levels.

### **Sexual Harassment**

- Sexual harassment (sexual comments, “jokes,” demands, threats, taunting or sexual assault, including offensive materials such as pin-ups) is a serious barrier to the achievement of women’s equality in the workplace, especially in non-traditional job areas.

### **Working Conditions**

- There is a need for greater accommodation of women’s family responsibilities through options like alternative working arrangements.
- Health and safety issues particular to women are not always included in standard OPS routines and requirements, (e.g. availability of suitably sized protective



clothing or adjustment of equipment to enable its effective use by women).

**Training and Development Opportunities**

- Women employees in office administration feel that they have limited access to government-sponsored developmental training and that what is provided is restricted to courses helping them with their current jobs.
- Women in these categories feel that they must take developmental training on their own time and at their own expense. This contrasts with training for senior management and professional staff, which takes place during the working day and is viewed as an integral part of the job.

**Representation in the OPS**

**Occupational distribution**

Of the approximately 124 occupational groups in the OPS, about one-third are dominated by either men or women. Men, however, dominate in a greater number of occupational groups, while women dominate in one large occupational group, namely the Office Administration group.

Men represent more than 85% of all employees in 35 occupational groups. Women represent more than 85% of all employees in six occupational groups. In total, 45% of all men in the OPS are employed in occupational groups in which women make up fewer than 15%. Similarly, 42% of all women in the OPS are employed in occupational groups in which men make up less than 15%.

**Where the Men and Women Work  
(Occupations with more than 500 employees)**

<i>Occupations with fewer than 15% women</i>	<i>% women</i>
Correctional Management	11.2
Engineering and Surveying Support	1.2
Resources, Technical	1.4
Property Assessment	13.6
Law Enforcement Services	6.6
Trades and Crafts	4.6
Vehicle Operations	3.9
Engineering and Surveying Support (BU)	7.9
Resources Support	12.2
Engineering	8.4
<i>Jobs with fewer than 15% men</i>	<i>% men</i>
Office Administration	11.0

All women share some of the same barriers, but those who are also members of another designated group experience additional barriers. For example, although women with no other designated group status earn 84% of the earnings of the non-designated group, women who are members of another designated group earn less: disabled women, 82.7%; Francophone women, 80.6%; racial minority women, 80.5%; and Aboriginal women, 75%. This reflects their greater concentration in the lower paying occupational groups within the OPS, particularly in the Office Administration occupational group.

**Proportion of Women in the Office Administration Group**

All employees	22.1%
All women	41.9%
Aboriginal women	42.2%
Disabled women	41.2%
Racial Minority women	56.0%
Francophone women	52.4%

Women are also under-represented in the Senior Management group in comparison with their overall representation. Although women make up 46.9% of the OPS workforce, they hold only 28.0% of the 2,142 senior management positions.

## HOW WE MEASURE OUR PROGRESS

**A**s described in previous sections, the OPS Employment Equity Program has been carefully designed to bring about change in the corporate culture and open up employment opportunities for designated groups. While the basis of the program is one of changing attitudes, behaviours and practices to create long-term change, the program will ultimately have to be assessed according to numerical measures of progress.

Five measures of employment equity have been identified to demonstrate the extent to which equity has been achieved as well as assess the need for further strategies to identify and remove barriers. A sixth measure, survey rate, is included to evaluate the ability of ministries to accurately monitor employment equity progress. These measures are:

- Survey rate.
- Ministry representation (designated group status).
- Occupational distribution (average salary comparison).
- Occupational segregation (concentration).
- Access to authority and decision-making (senior management positions).
- Job security (classified versus unclassified).

Although these indicators are important in measuring the progress of the ministries toward equity in employment, other factors that affect the ministry workforce will be taken into account, including downsizing, relocation and restructuring. The employment equity priority areas and initiatives identified by ministries will also be considered.

### **SURVEY RATE**

#### **What We Measure and Why**

- The ability of a ministry to document new employees and to ensure the reliability of employment equity data. Although response to the survey is voluntary for OPS employees, it is a critical factor in monitoring a ministry's employment equity progress. The goal is to achieve a 95% survey rate of OPS employees.

#### **How We Measure it**

- The data used come from the number of staff surveyed as of May 1992 and the survey rate for new hires during the period April 1991 to May 1992.

### **MINISTRY REPRESENTATION**

#### **What We Measure and Why**

- Representation is the proportion of a ministry's workforce that is made up of members of designated groups. The comparison with Ontario's working-age population indicates the extent to which the designated groups are represented in a ministry's workforce.
- Where a ministry's workforce is distributed across provincial regions, a regional analysis is conducted.
- The representation of designated groups is affected by the number of new hires and people leaving the OPS. The representation of the designated groups among new hires shows the extent to which they have access to jobs within a ministry, as well as the rate of progress a ministry is making in increasing the representation of the designated groups in its workforce.

- Differing rates of leaving the OPS, between the designated groups and the non-designated group, indicate a ministry's ability to retain employees from the designated groups. It is a reflection of a number of factors, including the designated groups' concentration in unclassified positions and the extent to which designated groups are adversely affected by reductions in a ministry workforce.

### How We Measure It

- Representation of designated groups in a ministry's workforce from June 1989 and May 1992 and, where appropriate, by region, in comparison with the percentage of the designated groups in the working-age population.
- Representation of designated groups among new hires and the impact of net hires (new hires minus separations) on the representation of the designated groups.

## OCCUPATIONAL DISTRIBUTION

### What We Measure and Why

- Concentration of the designated groups in the lower paying jobs within a ministry is reflected in the wage gap between the designated groups and the non-designated group. This indicates the extent to which designated group members have access to all jobs within the ministry hierarchy in comparison with the non-designated group.

During the period June 1989 to May 1992, the wage gap was affected by the implementation of pay equity in the OPS. Pay equity legislation was introduced to

eliminate the traditional undervaluing of "women's work", and resulted in many jobs, where women predominated, being valued at the same rate as comparable male-dominated jobs.

A narrowing of the wage gap is therefore due to changes in the occupational distribution of designated groups and, to some extent, the elimination of occupational segregation as well as pay equity adjustments.

### How We Measure it

- The average salary of the designated groups expressed as a proportion of the average salary of the non-designated group as of June 1989 and May 1992.

## OCCUPATIONAL SEGREGATION

### What We Measure and Why

- Access for the designated groups to all jobs in a ministry reflects the extent to which the ministry has achieved equity.

### How We Measure It

- Identification of occupations in which particular designated groups are over-represented in relation to the entire ministry workforce (occupational concentration).
- Identification of occupations in which designated groups have been under-represented (or not represented at all) in relation to the total ministry workforce (occupational exclusion).

## ACCESS TO AUTHORITY AND DECISION-MAKING

### What We Measure and Why

- The need for this measure arises because members of the designated groups are often under-represented in senior management positions. The extent to which the designated groups have access to jobs in the Senior Management group in relation to their representation in a ministry reflects the ministry's use of the skills and experiences of its entire workforce.

### How We Measure It

- The representation of designated group employees in the Senior Management group compared with designated group representation within the entire ministry.

## JOB SECURITY

### What We Measure and Why

- This measure identifies the extent to which designated groups have access to permanent employment in the OPS. The classified workforce offers job security and access to benefits for OPS employees that the unclassified workforce does not.

### How We Measure It

- The proportion of unclassified designated group employees compared with the proportion of unclassified non-designated group employees.
- The proportion of designated and non-designated group employees hired into classified positions between June 1989 and May 1992.
- The rate at which members of designated groups leave the ministry, in relation to that of the non-designated group.



# CURRENT PROFILE OF THE OPS WORKFORCE

## TECHNICAL NOTES

### The Workforce

This review reports changes in the Ontario Public Service workforce between June 1989 and May 1992.

The total OPS workforce is the number of people who were employed by all ministries and Schedule 1 agencies on the last working day of June 1989 and May 1992. All permanent and probationary staff (classified employees), seasonal and contract (unclassified) employees were counted. Students, crown employees, unclassified employees on short-term contracts, deputy ministers or employees on long-term income protection (LTIP) were not included.

### Occupational Profile

There are 124 occupational groups in the OPS. Within each occupational group, there are many different job classes. There are about 1,100 job classes in total. Jobs in the OPS range from architects to data entry clerks to cooks to correctional officers.

### Employment Status

In this analysis classified employees are all employees, permanent or part-time, who are in permanent or probationary positions. Unclassified employees are those employed on a temporary basis as seasonal workers, on projects or for specified time periods.

### Designated Groups\*

The designated group status of the employees in the OPS is gathered through a voluntary

survey called the Workforce Profile Survey. This data is then merged with the payroll database (IPPEBS) to create the Workforce Profile Database.

The number of designated group members, with the exception of women, is arrived at by counting the number of employees who identified themselves as being a member of that group. The number of women is taken from the payroll system. The non-designated group consists of all men who reported that they are not disabled, Francophone, a racial minority or Aboriginal.

The percentage representation of the designated groups, with the exception of women, is based, therefore, on the respondent population ('R' on the graphs). The percentage representation of women is based on the total number of employees on the payroll ('T' on the graphs). The percentage representation of the non-designated group is based on the respondent population and all women who did not respond to the survey ('N' on the graphs).

### Hires and Exits

Hires refers to employees who have been hired into the OPS (classified or unclassified). It does not include promotional moves within the OPS, movement from unclassified to classified positions or rehires of employees in contract positions.

Exits refers to those employees who have terminated their employment with the OPS. This includes those whose contracts have expired as well as those who have resigned or retired.

### SURVEY RATE

Number of employees	81,736
Percentage surveyed	92%
Number of new employees, April 1991 to May 1992	5,367
Percentage of these new employees surveyed	61%

In June 1989, the OPS initiated the Workforce Profile Survey to monitor the employment status of the designated groups in its workforce. Although response to the survey questions is voluntary for OPS employees, ministries must ensure that each employee is surveyed.

In 1989, 80% of the workforce were surveyed. Since that time, the Management Board Secretariat has twice worked with the ministries to resurvey the workforce in an attempt to ensure that all OPS employees have the opportunity to self-identify their designated or non-designated status. As of May 1992, 92% of OPS employees had been surveyed.

The survey rate of OPS employees has increased, but a disparity still exists between the survey rates of the classified and unclassified service. Whereas 94% of the classified OPS employees had been surveyed as of May 1992, only 56% of the unclassified employees had been surveyed. As a

\* As individuals can self-identify with more than one designated group, proportional representation will not add up to 100%.

result, the survey rates of ministries vary, depending on the number of unclassified employees in the ministry workforce.

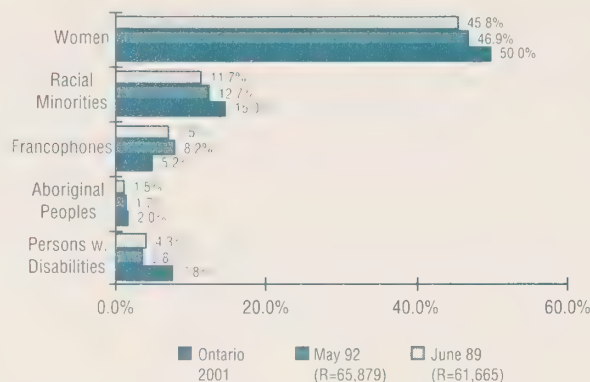
Between April 1991 and May 1992, only 61% of new employees were surveyed. Measures are being put in place to ensure that all new employees are given the opportunity to complete the Workforce Profile Survey form. Low survey rates, particularly for new hires and unclassified employees, could potentially limit the OPS's ability to accurately measure its employment equity progress.

## REPRESENTATION OF THE DESIGNATED GROUPS IN THE OPS

The long-term goal of the OPS Employment Equity Program is to have the OPS workforce mirror the diversity of the Ontario population by the year 2001. It is important to use the year 2001 projections because of the changing demographics in the Ontario population, particularly for racial minorities and Aboriginal peoples, who will make up an increasing proportion of the province's population in the next 10 years.

Graph 1 shows that the OPS workforce is already close to mirroring the population of Ontario, with the exception of persons with disabilities.

Graph 1  
REPRESENTATION OF DESIGNATED GROUPS  
ONTARIO PUBLIC SERVICE AND PROJECTED ONTARIO  
WORKING AGE POPULATION (2001)



Source: Workforce Profile Database / Projections by Compusearch

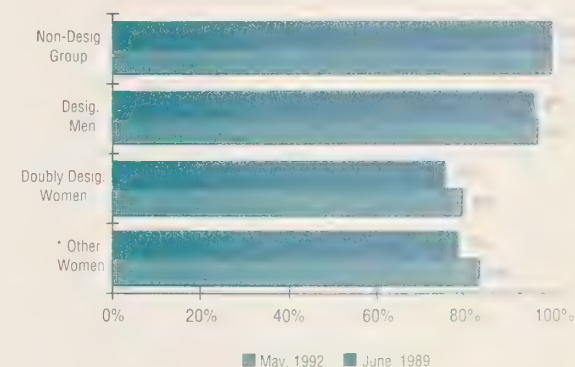
Many factors contribute to the decrease in the representation of persons with disabilities, and they are discussed in detail in the section headed "The Designated Groups." Although people who became disabled after being employed in the OPS are retiring at greater rates, progress is being made in increasing the representation of persons with disabilities whose disability occurred before their OPS employment and who require accommodation. For example, in June 1989, those who became disabled before being employed in the OPS represented 42% of the persons with disabilities in the OPS. By May 1992, this had increased to 49%.

Although the overall goal of equitable representation appears realistic and achievable, the goal of equitable distribution throughout the workforce remains a major challenge. Despite improvement in the occupational distribution of the designated groups in the OPS workforce between June 1989 and May 1992, designated groups still experience some over-representation in lower paying occupational groups.

The wage gap is used as an indicator of occupational distribution within the OPS. The greater the difference in wages between the designated groups and the non-designated group, the greater the concentration in the lower paying occupational groups.

Graph 2 shows the proportion of the non-designated group's average salary that is earned by the designated groups.

Graph 2  
PROPORTION OF NON-DESIGNATED GROUP SALARY  
EARNED BY THE DESIGNATED GROUPS - JUNE 1989 AND  
MAY 1992



\* Includes women with no other designated group status Source: Workforce Profile Database

Decreases in the wage gap since 1989 are the result of changes in the occupational distribution of the designated groups in the OPS workforce and the impact of pay equity.

Designated group men earned on average only slightly less than the earnings of the non-designated group (97%), up from 96% in June 1989.

Women have made some salary gains but continue to be over-represented in the lower paying positions. Women with no other designated group status earned 79% of the average salary of the non-designated group in June 1989 and 84% by May 1992. Women who are also members of another designated group averaged 76% in June 1989 and 80% by May 1992.

## OCCUPATIONAL SEGREGATION

Racial minorities and women are well-represented in the OPS workforce, but tend to be over-represented in certain occupational groups and significantly under-represented in others. For example, whereas 42% of all women and 56% of racial minority women are employed in the Office Administration group, only 22% of the OPS workforce are in that group. However, some progress has been made in reducing this concentration since June 1989, when 45% of all women and 60% of all racial minority women in the OPS worked in these positions.

Although women make up 47% of the OPS workforce, they make up only 5% of the 2,503 employees in the Trades and Crafts occupations, in comparison with 7.5% of all workers in this occupational group in the provincial labour

force. Slight progress has been made in increasing the number of women in these non-traditional occupations since June 1989. For example, although the number of employees in Trades and Crafts has decreased, the actual number of women increased by five.

Racial minority men are noticeably absent from the traditional male-dominated blue-collar jobs in the Bargaining Unit of the OPS. Only 4% of the 3,537 racial minority men are in the Maintenance Services Category, yet 12% of all men were in this occupational group. Although the number of racial minority men employed in Maintenance Services has increased since June 1989, a corresponding increase in representation has not been noted.

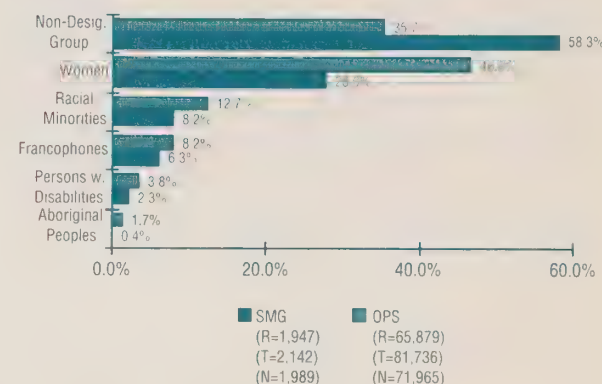
## ACCESS TO AUTHORITY AND DECISION-MAKING

Francophones, women and racial minorities have experienced at least a 45% increase in their representation in the Senior Management group since June 1989. The number of Francophones in senior management increased from 84 to 122, racial minorities increased from 101 to 160, and women increased from 394 to 599.

As shown in Graph 3, despite this progress, each of the five designated groups continues to hold a disproportionately low share of senior management positions. Conversely, although the non-designated group members represent 36% of the entire workforce, they hold 58% of the senior management positions.

Graph 3

DESIGNATED GROUP REPRESENTATION IN OPS SENIOR MANAGEMENT GROUP AND ALL OPS – MAY 1992



Source: Workforce Profile Database

The representation of persons with disabilities in senior management decreased slightly during this period, because the increase in the actual number was small compared with the increase in the total number of senior management employees.

The actual number and representation of Aboriginal peoples in the Senior Management group remained constant during this period.

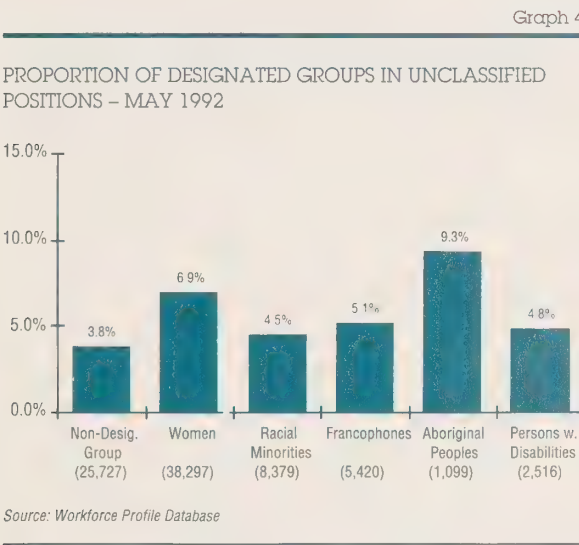
## JOB SECURITY

Designated groups are over-represented in the unclassified service of the OPS compared with the non-designated group (see Graph 4). This graph presents the corporate average,



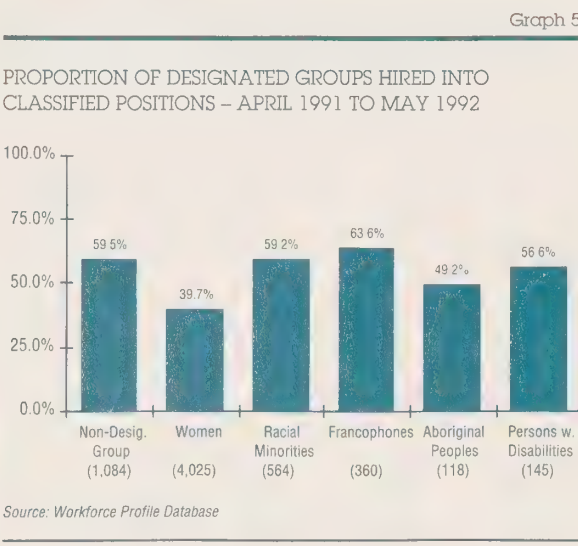
but it is important to note that the proportion of designated groups in the unclassified service, as well as the size of the unclassified service varies significantly from ministry to ministry. Note also that not all unclassified staff are tracked by the Workforce Profile Database.

For some employees, work in the unclassified service leads to classified positions in the OPS. For others, however, work in the unclassified service is temporary or seasonal, depending on a ministry's business and the types of jobs available.



All of the designated groups are employed in greater proportions in unclassified positions than the non-designated group. However, Aboriginal peoples (9%) experience the highest over-representation in the unclassified service in comparison with non-designated group members (4%).

Graph 5 shows that the designated groups did not benefit equitably from the limited opportunities to hire into the classified service.



As Graph 5 shows, the designated groups, with the exception of Francophones, are less likely to be hired into classified positions, continuing their over-representation in the unclassified service.

With the exception of racial minorities, the designated groups represent a greater proportion of those who left the OPS between July 1989 and May 1992 than they represent of the OPS workforce. These losses offset any increases in representation of designated groups made as a result of new hires.



# CHALLENGES FOR THE OPS EMPLOYMENT EQUITY PROGRAM

**T**he OPS has made some progress toward achieving employment equity, but more is required if it is to have a fully representative workforce by the year 2001.

However, while employment equity offices are being established, positive remedial measures put in place and systemic barriers eliminated, two factors will affect the rate of employment equity progress:

- the changing composition of the provincial population.
- reductions in the size of the OPS.

The combination of these two factors poses a major challenge for the OPS in its commitment to full employment equity. Designated group members will constitute the majority of the qualified labour force yet the OPS, because of downsizing, will have fewer opportunities to hire people from these groups.

## **The Changing Composition of the Provincial Working-Age Population**

The representation of racial minorities in the working-age population is expected to increase from 8% at the time of the 1986 Census to approximately 15% in the year 2001. Ontario's Aboriginal population is expected to continue to grow at about twice the rate of the non-Aboriginal population. As a result, racial minorities and Aboriginal peoples will enter the labour market in greater proportions in the coming

years. Overall, the five designated groups currently make up about two-thirds of Ontario's working age population.

Since the traditional labour force is shrinking, employment systems in the OPS must be barrier-free if it is to have a diverse and representative workforce. The elimination of barriers is also consistent with the OPS principle of merit. As long as qualified individuals are excluded from competing equally for available job opportunities because of discrimination, the merit principle is being compromised.

## **Reducing the Size of the OPS**

The government has stated that the size of the OPS workforce will be reduced over the next two years by the equivalent of 2,500 full-time positions. This reduction will be achieved through normal attrition (including retirements) and through an early retirement program.

The challenge is to ensure that we do not fall back on the lack of new hiring opportunities and downsizing as a way to justify the lack of employment equity progress. Many other initiatives can be undertaken, such as training, career development and promotions for designated group members currently employed in the OPS. Progress can still be made in reducing occupational segregation and under-representation, as well as in redefining the corporate culture and value systems.

## **Relocations from the Toronto Area**

The relocation of positions from Toronto will have an impact on the composition of the OPS workforce and the representation of designated group employees throughout the province.

Over the next seven years, approximately 5,100 positions are expected to be relocated from Toronto to other areas of the province. In past relocations, racial minorities, women and persons with disabilities have been less likely than non-designated group members to move with their jobs to the new location. The OPS will place particular emphasis on the recruitment of designated groups in the new communities, bearing in mind their regional representation.

## **Economic Recession**

The recession has drastically reduced the turnover rate in the OPS. As a result, there are fewer hiring opportunities for designated group members to apply for employment in the OPS.

## **Legislative Requirements**

Despite downsizing and the economy, the OPS – like all employers – is expected to fulfil its obligations to implement employment equity and accept responsibility for progress. However, this is not just a legislative issue, it is also a response to public demands from designated groups to achieve employment equity. During hard times it is not uncommon for discrimination and harassment to increase and for these behaviours to be rationalized and further entrenched under the guise of “everyone for him/herself.” Employers must recognize this behaviour for what it is and acknowledge the increased need for employment equity during these times.

## EMPLOYMENT EQUITY BY MINISTRY

### Measures of Progress (See pages 32 to 33)

*Survey Rate:* The documentation of current and new employees.

*Ministry Representation:* The status of designated groups within ministry workforces and compared with the working-age population of Ontario.

*Occupational Distribution:* The comparison of average salaries between the non-designated and designated groups. This indicates the extent to which designated groups are employed in lower paying positions.

*Occupational Segregation:* The degree to which designated groups are over- or under-represented within ministry occupations.

*Access to Authority and Decision-Making:* The level of participation in senior management positions by designated group members compared with their ministry representation.

*Job Security:* The proportion of members of designated group and the non-designated group hired into classified and unclassified positions and the rate at which they leave the OPS.

The Government of Ontario delivers its services and programs through ministries (including their agencies, boards and commissions) that operate throughout the province. These ministries are involved in many businesses; ranging from education to northern development and mines, culture and recreation to correctional services, and native affairs to agriculture and food. These organizations can be as small as the Office of Francophone Affairs, which has only 32 employees, or as large as the Ministry of Health (10,953).

Historically, each ministry has been responsible for undertaking employment equity within its own organization. Initially, ministry staff were assigned to implement the OPS Affirmative Action Program for women. This mandate was later expanded to encompass employment equity for the five designated groups. Ministry responsibilities for employment equity programming included the setting of goals and timetables, the development of outreach activities, as well as the planning and coordination of employment equity initiatives. However, ministries had different levels of resources, numerous approaches and priorities, varying levels of progress, and no clear accountability mechanisms.

The Accelerated Employment Equity Program has been developed to provide a comprehensive framework for ministries to develop and implement a program with a consistent approach, together with mandatory program elements and resources with which to implement them. A key element of the program is a clear accountability framework, identifying deputy ministers as being ultimately responsible for employment equity results in their ministries.

The accelerated program provides policies, procedures, program tools and incentive funding. It has been designed to help ministries customize initiatives to meet the needs of their individual organization.

The following sections provide a brief summary of each ministry's business together with an analysis of its workforce, reviewing the status of each designated group using the five measures of progress summarized on this page. This analysis sets the baseline against which the OPS and the ministries can evaluate the program's effectiveness over time.

Ministries are expected to report on the results of the development and initial implementation of the mandatory elements in 1993.

The Management Board Secretariat provides advice to the Management Board of Cabinet (MBC) and leadership to the ministries. Its purpose is to create conditions for fundamental change and continuous improvement in government operations. This includes, for example, developing a motivated workforce reflective of the Ontario public; providing leadership in developing and sharing best management practices; interpreting and communicating the OPS agenda and how it applies to the operations of government; advising and acting on behalf of the OPS as "the employer"; refining and integrating OPS management systems; developing organizational and accountability structures and business processes; and measuring and monitoring corporate results.

The Ministry has its offices in Toronto and is currently undergoing a major organizational review to redefine its business, clients and practices.

## SURVEY RATE

The Management Board Secretariat has surveyed over 95% of its 501 employees. This is a significant increase over June 1989, when the Secretariat surveyed only 83% of its employees. The Secretariat has also surveyed 85% of the 88 employees hired between April 1991 and May 1992.

## REPRESENTATION OF THE DESIGNATED GROUPS

In June 1989, the Management Board Secretariat consisted of two separate secretariats: Management Board and Human Resources. For this report, the June 1989 data for both have been combined to allow for a more valid comparison with May 1992.

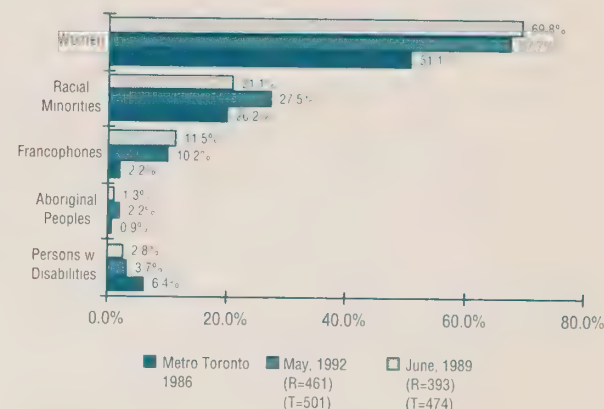
As Graph 1 illustrates, all of the designated groups are well-represented in the Secretariat's workforce in comparison with the working-age population of the Metro Toronto region, with the exception of persons with disabilities who are under-represented.

However, although persons with disabilities were under-represented among new hires to the Secretariat between June 1989 and May 1992, an increase in their representation was noted during this period.

Since June 1989, the Secretariat has used its hiring opportunities to increase the representation of all of the designated groups, with the exception of women and Francophones. However, women and Francophones remain well-represented in the Secretariat despite the slight decrease in representation during this period.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto

## OCCUPATIONAL DISTRIBUTION

A decrease in the wage gap occurred for all of the designated groups between June 1989 and May 1992. This decline is due to the implementation of pay equity and to changes in the distribution of the designated groups within the Secretariat. Despite the declining wage gap in the Secretariat, designated group members continue to earn significantly less on average than the non-designated group members. This reflects their over-representation in the lower paying jobs in the Secretariat.

On average, women with no other designated group status earned 74% of the earnings of the non-designated group in June 1989 and 81% in May 1992. Women with



another designated group status earned, on average, 58% of the earnings of the non-designated group in June 1989 and 64% in May 1992. The significant difference in the average earnings of women with another designated group status and women with no other designated group status suggests that the latter tend to be more over-represented in the lower paying positions in the Secretariat.

Designated group men earned 77% of the earnings of the non-designated group in June 1989 and 86% in May 1992.

## OCCUPATIONAL SEGREGATION

Occupational segregation is limited in the Management Board Secretariat, with two notable exceptions.

First, although 27% of the Secretariat's jobs are in the Office Administration group, 37% of all women, 67% of women with disabilities, and 54% of racial minority women are employed in this occupational group.

Second, persons with disabilities are employed in only two occupational groups: 41% in Office Administration and 59% in Personnel Administration.

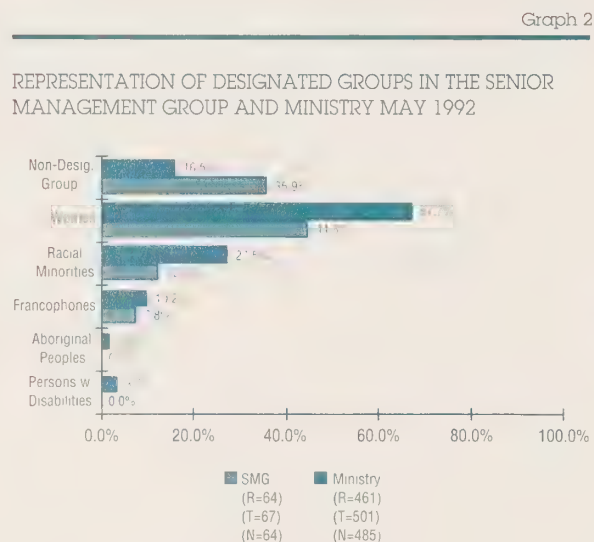
## ACCESS TO AUTHORITY AND DECISION-MAKING

The disparity between the designated and non-designated groups is most significant when one looks at the Senior Management group.

As Graph 2 shows, all of the designated groups have a disproportionately low share of Senior Management group positions compared with their share of positions in the Secretariat.

None of the employees in the Senior Management group self-identified as being an Aboriginal or a person with a disability. Although women are under-represented in senior management positions in comparison with their representation in the Ministry overall, women with another designated group status are more significantly under-represented.

Conversely, although the non-designated group members make up 17% of the Ministry workforce, they hold 36% of all senior management positions.

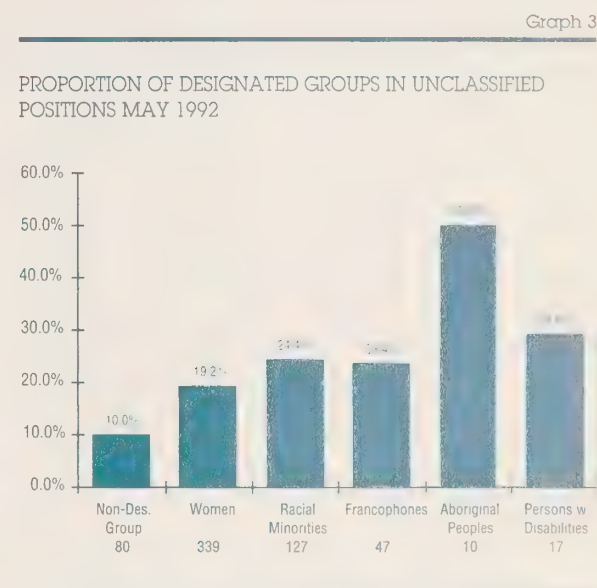


## JOB SECURITY

As Graph 3 shows, designated group members employed in the Secretariat are employed disproportionately in unclassified positions.

fied positions in comparison with the non-designated group members.

This is particularly true for Aboriginal peoples; 10% of the non-designated group members employed in the Secretariat hold unclassified positions, compared with 50% of Aboriginal peoples.



Non-designated group members were also more likely to be hired into classified positions between June 1989 and May 1992. Among the new hires during this period, 44% of all non-designated group members were hired into classified positions.

Conversely, only 29% of Aboriginal peoples, 33% of Francophones and 38% of women were hired into classified positions.



The mission of the Ministry of Agriculture and Food is to foster an economically viable, environmentally sustainable agriculture and food system in which the participants cooperate to meet the needs of the people of Ontario and to compete in global markets. The Ministry provides agricultural and rural services; provides services to the food industry; operates five agricultural colleges and several research centres; provides laboratory and inspection services; and maintains crop insurance and farm income stabilization programs.

Agriculture and Food is a decentralized Ministry with the majority of its staff located outside Toronto. Its head office will relocate to Guelph. The Ministry is currently transferring its crop insurance and farm income stabilization programs to an agency – AgriCorp – which is slated for relocation to Chatham.

## SURVEY RATE

The Ministry of Agriculture and Food has surveyed 82% of its 2,134 employees, a significant increase from 69% in June 1989.

However, only 49% of the 221 employees hired between April 1991 and May 1992 have been surveyed.

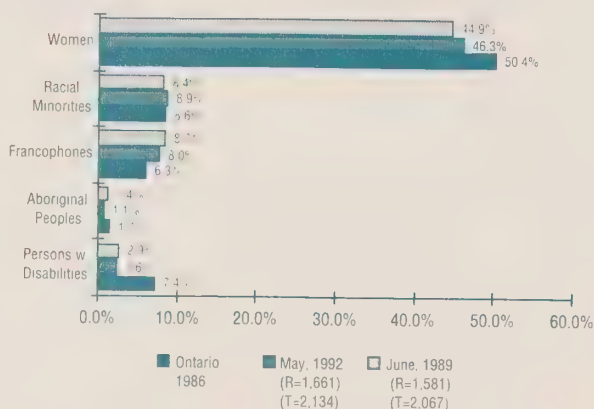
## REPRESENTATION OF THE DESIGNATED GROUPS

Francophones and racial minorities are well-represented in the Ministry workforce, in comparison with their representation in the working-age population of the province. However, women, Aboriginal peoples and persons with disabilities are under-represented in the Ministry workforce.

As Graph 1 illustrates, women and racial minorities experienced slight increases in representation between June 1989 and May 1992. The representation and actual number of Francophones, Aboriginal peoples and persons with disabilities decreased slightly during this period.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE PROVINCIAL WORKING AGE POPULATION



\* Ministry workforce in Ontario

Ministry employees are employed in all six regions of the province. The representation of the designated groups varies significantly by region.

Although racial minorities are well-represented overall in the Ministry, they are significantly under-represented in the Ministry workforce in all regions other than Metro Toronto. Likewise, Francophones are well-represented overall, but are significantly under-represented in the Ministry workforce in the Southwestern region.

Although women are under-represented in the Ministry workforce overall, they are well-represented in the North-eastern and Northwestern regions as well as Metro Toronto. They are significantly under-represented in the Eastern and Southwestern regions.

Aboriginal peoples are under-represented in the Ministry workforce in all regions of the province with the exception of Metro Toronto. Aboriginal peoples have no representation in the Northwest and Northeast regions.

Persons with disabilities are under-represented in the Ministry workforce in all six regions.

## OCCUPATIONAL DISTRIBUTION

Since June 1989, there has been a narrowing of the wage gap between the designated groups and the non-designated group in the Ministry. This improvement is attributable to the implementation of pay equity and to changes in the occupational distribution of the designated groups.

However, women continue to earn less on average than the non-designated group. On average, women with no other designated group status earned 72% of the earnings

of the non-designated group in June 1989. This increased to 78% in May 1992. On average, women with another designated group status earned 67% of the earnings of the non-designated group in June 1989 and 75% in May 1992.

Designated group men, on average, earned 95% of the earnings of the non-designated group in June 1989. This increased to 97% in May 1992.

### OCCUPATIONAL SEGREGATION

Women tend to be over-represented in the Office Administration group, the largest occupational group in the Ministry. Of the Ministry workforce, 27% are employed in this occupational group, compared with 52% of all women in the Ministry, 77% of Aboriginal women, 64% of women with disabilities and 56% of racial minority women.

The designated groups tend to be under-represented in the Agriculture and Resources Support occupational groups in the Bargaining Unit.

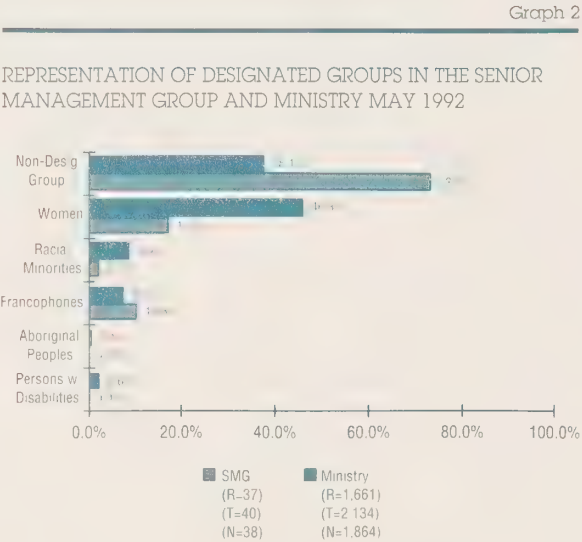
Fourteen per cent (14%) of the Ministry's workforce are employed in the Agriculture occupational group. Although Francophones are well-represented in this group, only 10% of all women, 3% of all racial minorities and 2% of persons with disabilities are employed in it. None of the employees in this group self-identified as Aboriginal.

Similarly, 13% of the Ministry's workforce are employed in the Resources Support occupational group. Aboriginal peoples, Francophones and persons with disabilities are well-represented in this occupational group. However, only 4% of the women and 1% of the racial minorities in the Ministry are employed in these positions.

### ACCESS TO AUTHORITY AND DECISION-MAKING

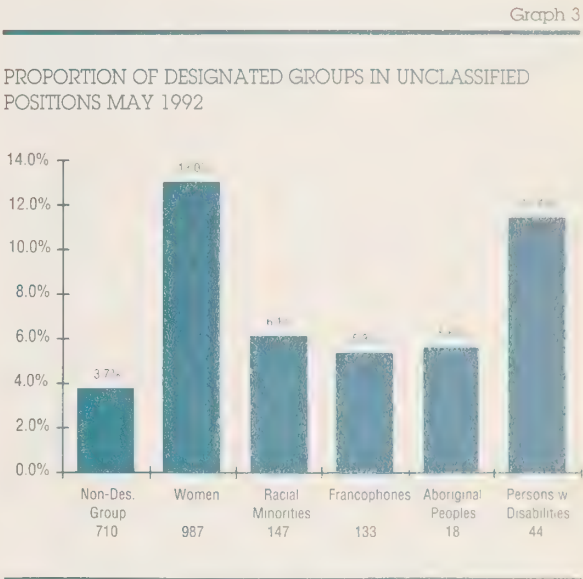
As Graph 2 shows, all designated groups, with the exception of Francophones, hold a proportionately smaller share of the positions in the Senior Management group. None of the senior managers in this Ministry self-identified as being Aboriginal or as having a disability.

Conversely, although the non-designated group members represent 38% of all Ministry employees, they hold 74% of all senior management positions.



### JOB SECURITY

A greater proportion of designated group members in this Ministry are employed in the unclassified service in comparison with the non-designated group, as illustrated by Graph 3.



Of the designated group members hired into the classified service between June 1989 and May 1992, women, racial minorities and Francophones were well-represented. However, persons with disabilities were under-represented and Aboriginal peoples had no representation.

The Ministry's mandate is to provide a fair and accessible justice system to Ontario's diverse communities. The mandate is carried out by conducting criminal proceedings; advising and litigating for government and its agencies; coordinating administration in 375 courts and court-related offices; administering justice programs (e.g. Family Support and Victim/Witness Assistance); funding the Legal Aid Program; overseeing various boards and agencies; and managing legal reform for Ontario.

The Ministry of the Attorney General is regionalized. Approximately 56% of the Ministry's workforce are located in Metro Toronto, another 21% in the Central region, with the remainder in other regions across the province. The Ministry is working on a number of initiatives with a view to streamlining and reshaping the organization.

## SURVEY RATE

The Ministry of the Attorney General has surveyed 91% of its 4,396 employees. This is a significant improvement over June 1989, when the Ministry had surveyed only 79% of its workforce.

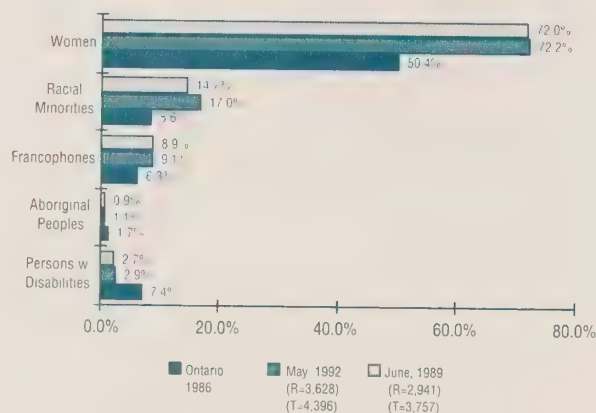
The Ministry has surveyed only 73% of the 378 employees hired between April 1991 and May 1992.

## REPRESENTATION OF THE DESIGNATED GROUPS

Graph 1 illustrates that the representation of all of the designated groups has increased since June 1989. Compared with the working-age population of Ontario, Francophones, racial minorities and women are well-represented in the Ministry. Aboriginal peoples and persons with disabilities are both under-represented in the Ministry workforce.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE PROVINCIAL WORKING AGE POPULATION



\* Ministry workforce in Ontario

## OCCUPATIONAL DISTRIBUTION

Designated group men and women have experienced an increase in average salary since June 1989; women with no other designated group status have experienced no change. However, all designated groups, especially women with another designated group status, continue to earn less than the non-designated group.

On average, women with no other designated group status earned 60% of the earnings of the non-designated group in June 1989 and May 1992. Women with another designated group status experienced a widening of the wage gap during this time period; they averaged 57% of the earnings of the non-designated group in June 1989, but 54% in May 1992.

Designated group men have also experienced a widening of the wage gap since June 1989. On average, designated group men earned 81% of what the non-designated group members earned in June 1989 and 74% in May 1992.

The increasing wage gap experienced by women with another designated group status and designated group men is greatly influenced by the high representation of non-designated group members in the high-paying Crown Counsel occupational group.

## OCCUPATIONAL SEGREGATION

Whereas 50% of all jobs in this Ministry are in the Office Administration group, 62% of all women are employed in



these positions. Women with another designated group status experience greater over-representation in this occupational group – 76% of all Aboriginal women, 63% of women with disabilities, 65% of Francophone women and 74% of all racial minority women.

The Crown Counsel occupational group in the Professional Bargaining Unit is the second largest group in the Ministry. These positions account for 19% of all jobs in the Ministry, yet only 12% of all women, 3% of all Aboriginal people, 7% of all racial minorities and 9% of all Francophones are employed in them.

ACCESS TO AUTHORITY AND  
DECISION-MAKING

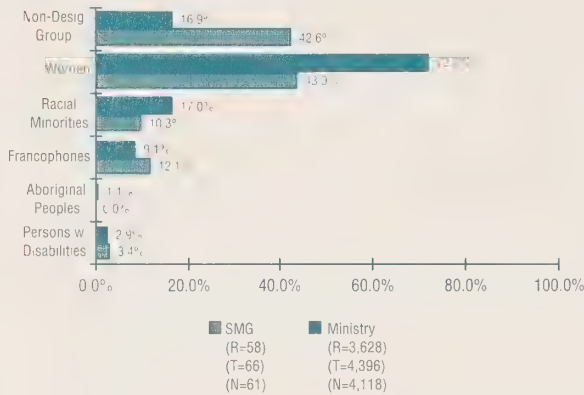
The disparity between the designated and non-designated groups is significant in the Senior Management group.

Graph 2 shows that racial minorities and women have a disproportionately low share of Senior Management group positions. None of the employees in senior management identified themselves as being Aboriginal.

Conversely, the non-designated group members represent 17% of the Ministry workforce, yet hold 43% of the senior management positions.

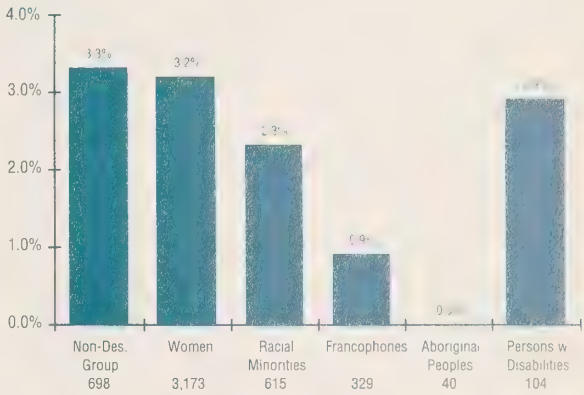
Graph 2

REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR  
MANAGEMENT GROUP AND MINISTRY MAY 1992



Graph 3

PROPORTION OF DESIGNATED GROUPS IN UNCLASSIFIED  
POSITIONS MAY 1992



JOB SECURITY

As Graph 3 shows, compared with the non-designated group members, the designated group members employed in the Ministry are not employed disproportionately in the unclassified positions tracked by the Workforce Profile Database. Of particular significance is that, although Aboriginal peoples are over-represented in the unclassified service of the OPS overall, all of the Aboriginal peoples in this Ministry are employed in classified positions.

Between June 1989 and May 1992, designated group members were hired proportionately into the unclassified service of the Ministry, in comparison with the non-designated group.



# MINISTRY OF CITIZENSHIP

(including the Office of Disability Issues  
and the Office for Seniors' Issues.)

The Ministry plays a leadership role in the development of government policies and programs to address access and equity issues for individuals and communities facing barriers to full participation in the social, economic, cultural and political life of the province. The Ministry, through its units and offices, is also responsible for policy development, program design and delivery, and advocating on behalf of its clients in the following areas: anti-racism, aboriginal community development, immigrant settlement and integration, access to trades and professions, multiculturalism, seniors' issues, disability issues, and human rights. The Ministry, through the Office of the Employment Equity Commissioner, is responsible for developing and implementing the government's employment equity legislation in the broader public and private sector. The Minister of Citizenship is also responsible for the Ontario Human Rights Commission.

The Ministry is relatively small, and regional offices deliver services across the province. It has recently undergone a reorganization to streamline operations and provide better customer service.

## SURVEY RATE

Of the Ministry's 416 employees, 81% had been surveyed as of May 1992. This is a slight decrease from the survey rate of 84% in June 1989.

Of the 110 employees hired between April 1991 and May 1992, only 46% have been surveyed.

## REPRESENTATION OF THE DESIGNATED GROUPS

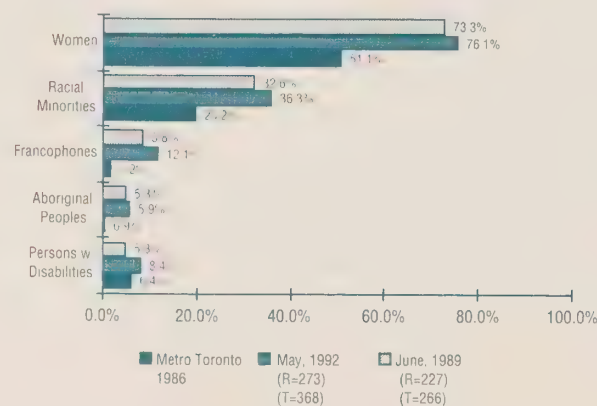
All designated groups are well-represented in the Ministry's workforce overall, compared to their representation in the working-age population of Ontario.

As indicated in Graph 1, all designated groups are well-represented in the Ministry in comparison to the working-age population of the Metro Toronto region, in which 89% of the Ministry jobs are located.

Between June 1989 and May 1992, the Ministry used its hiring opportunities to increase the actual number and representation of all designated groups in its workforce in Metro Toronto.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\*  
AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto

Most notable is the increase in the representation of persons with disabilities. While this group was under-represented in the Ministry in June 1989, persons with disabilities are now well-represented in the Ministry, in comparison with their representation in the working-age population of the Metro Toronto region.

All of the designated groups were well-represented among the new hires to the Ministry between June 1989 and May 1992. The number of hires from designated groups was significantly higher than the number of designated group members leaving the Ministry, resulting in increases in the actual numbers for the designated groups.

## OCCUPATIONAL DISTRIBUTION

Although the average salary of women increased between June 1989 and May 1992, women, particularly those with another designated group status, continue to earn significantly less than members of the non-designated group.

Between June 1989 and May 1992, the proportion of the average salary of the non-designated group earned by women with no other designated group status increased from 81% to 85%. On average, women with another designated group earned 65% of the earnings of the non-designated group in June 1989. This increased significantly to 80% in May 1992. The increase can be attributed to pay equity adjustments and changes in the occupational distribution of women in the Ministry.

While the wage gap narrowed for women during this period, the wage gap widened slightly for designated group men. On average, designated group men earned slightly more than the non-designated group in June 1989. By May

1992 they averaged 98% of the earnings of the non-designated group.

## OCCUPATIONAL SEGREGATION

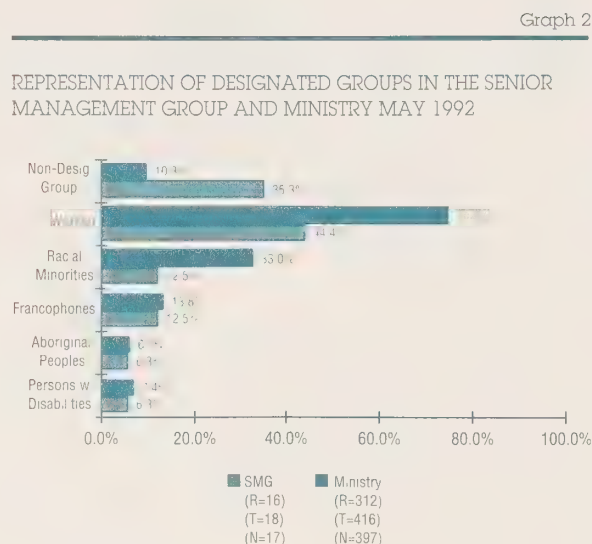
Designated group members are generally well-distributed throughout the occupational groups of this Ministry. However, women are over-represented in the lower paying jobs.

For example, whereas 38% of the Ministry workforce are employed in the Office Administration occupational group, 44% of all women in the Ministry are employed in it. Women with another designated group status experienced greater over-representation within this group – most notably, 60% of the Aboriginal women and 54% of the Francophone women.

The designated groups appear to be well distributed throughout most other occupational groups in the Ministry. However, although the designated groups are well-represented in the second largest occupational group, Social Programs, persons with disabilities were not represented.

## ACCESS TO AUTHORITY AND DECISION-MAKING

As indicated by Graph 2, Francophones and Aboriginal peoples are generally well-represented in the Senior Management group of the Ministry in comparison to their representation in the Ministry workforce. Persons with disabilities, women and racial minorities hold proportionately fewer positions in the Senior Management group.

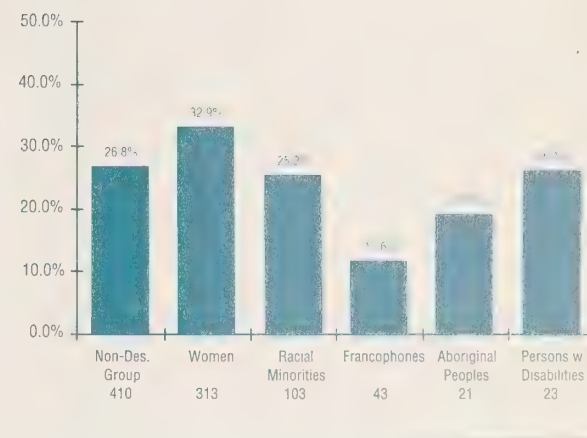


## JOB SECURITY

As Graph 3 shows, with the exception of women, the designated groups are not employed in disproportionately greater numbers in the unclassified service of this Ministry, in comparison with the non-designated group.

Graph 3

PROPORTION OF DESIGNATED GROUPS IN UNCLASSIFIED POSITIONS MAY 1992



The designated groups were hired into the classified service in the same proportions as or in greater proportions than the non-designated group, between June 1989 and May 1992.

With the exception of Aboriginal peoples, none of the designated groups were significantly over-represented among those who left the Ministry, in relation to their overall Ministry representation. The over-representation of Aboriginal peoples among those who left the Ministry between June 1989 and May 1992 offset gains made through new hires.

# MINISTRY OF COLLEGES AND UNIVERSITIES

This Ministry is responsible for the development, coordination and administration of policies regarding Ontario universities, Ryerson Polytechnical Institute, the Ontario College of Art and the colleges of applied arts and technology. The Ministry provides capital and operating grants to these institutions and financial assistance to students attending post-secondary institutions. It also regulates private vocational schools in Ontario.

The Ministry is centralized; two-thirds of its staff are located in Metro Toronto, with the balance located in Thunder Bay. The Ministry has undergone a major reorganization, which will be implemented during the 1992-93 fiscal year.

The Ministry workforce declined by 47 positions during 1991-92.

## SURVEY RATE

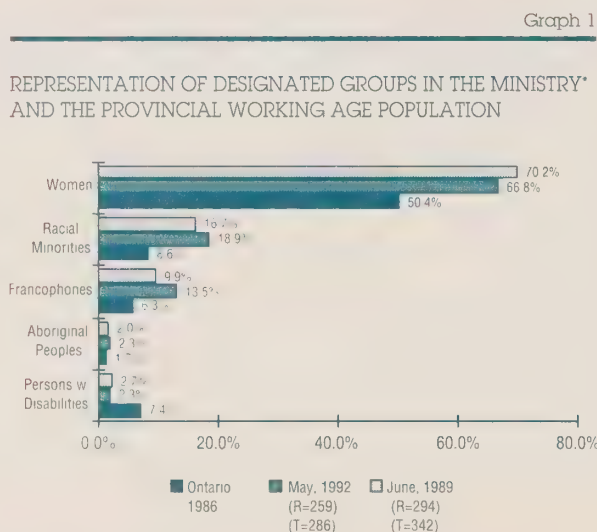
The Ministry of Colleges and Universities has surveyed 95% of its 286 employees. This is a significant increase from the survey rate of 80% in June 1989.

Of the 21 employees hired between April 1991 and May 1992, 81% have been surveyed.

## REPRESENTATION OF THE DESIGNATED GROUPS

With the exception of persons with disabilities, all of the designated groups are well-represented in the Ministry in relation to their representation in the Ontario working-age population, as shown in Graph 1.

The Ministry's workforce declined between June 1989 and May 1992. During this time, the representation of racial minorities and francophones increased. The overall decrease in the Ministry workforce resulted in the representation of women and persons with disabilities declining because the number which left exceeded the number hired. Women remain well-represented however, and persons with disabilities continue to be significantly under-represented.



\* Ministry workforce in Ontario

Each of the designated groups were well-represented among new hires to the Ministry in relation to their representation in the working-age population of Ontario.

Overall, the designated groups are well-represented in the Ministry's workforce in Metro Toronto and Thunder Bay, with the exception of persons with disabilities, who are under-represented in the Ministry's workforce in both regions.

## OCCUPATIONAL DISTRIBUTION

The wage gap for the designated groups increased in the Ministry between June 1989 and May 1992. While the designated group experienced an increase in average salary during this period, the non-designated group members experienced a greater increase. Although the number of non-designated group members declined between June 1989 and May 1992, their average salary increased at a greater rate, primarily because of new hires into higher paying positions.

Although designated group men, on average, earned the same as the non-designated group in June 1989, they earned only 89% of the earnings of the non-designated group in May 1992.



Women with no other designated group status averaged 79% of the earnings of the non-designated group in June 1989 and 76% in May 1992. Women with another designated group status earned significantly less – 66% in both years.

## OCCUPATIONAL SEGREGATION

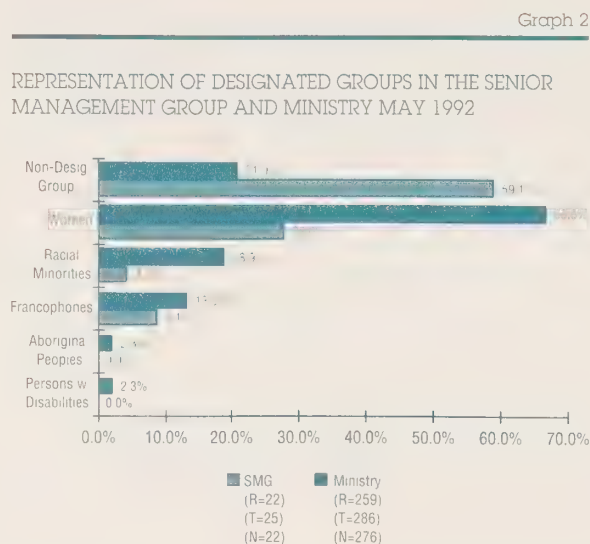
The wage gap between women and the non-designated group indicates that women, particularly those with another designated group status, tend to be over-represented in the lower paying occupations in the Ministry, particularly in clerical positions.

The Office Administration group is the largest occupational group in the Ministry. Of the Ministry workforce, 43% are employed in this occupational group, as are 55% of all women, 73% of racial minority women, 64% of Francophone women and 100% of Aboriginal women.

## ACCESS TO AUTHORITY AND DECISION-MAKING

As Graph 2 shows, all designated groups hold a disproportionately small share of the positions in the Senior Management group. Of the employees in the Senior Management group, none self-identified as having a disability or as being Aboriginal.

Conversely, the non-designated group hold a greater proportion of all senior management positions. Although non-designated group members make up 21% of the Ministry workforce, they hold 59% of the senior management positions.



## JOB SECURITY

Only a small number of this Ministry's unclassified staff are captured in the Workforce Profile Database, so no analysis of the representation of designated groups in the unclassified service has been conducted.

The designated groups, with the exception of persons with disabilities, were just as likely as the non-designated group to be hired into the classified service. Although 78% of all new hires between June 1989 and May 1992 were hired into the classified service, only 60% of the persons with disabilities hired during this period were hired into the classified service.



# MINISTRY OF COMMUNITY AND SOCIAL SERVICES

This Ministry provides programs and services for children, adults, people with physical and developmental disabilities, and those in financial need. The Ministry is regionalized with a head office in Toronto and the majority of staff in facilities and field offices located across Ontario.

The Ministry and its partners in the community are in the process of examining the funding, management and delivery of social services. In looking at the restructuring of social services and their delivery the Ministry will have to ensure that the organization can support any changes to the system.

## SURVEY RATE

The Ministry has surveyed 92% its 9,534 employees. This is an improvement from the survey rate of 81% in June 1989.

However, only 67% of the 301 employees hired between April 1991 and May 1992 have been surveyed.

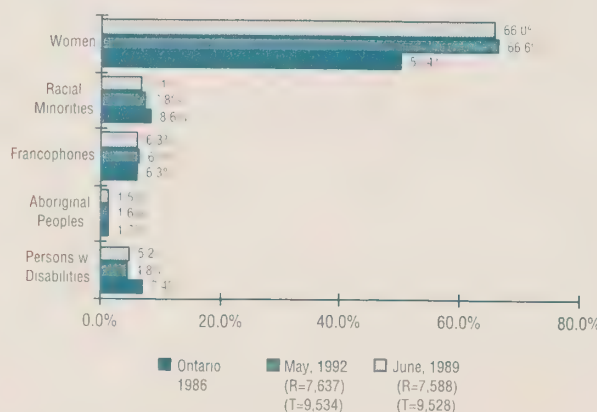
## REPRESENTATION OF THE DESIGNATED GROUPS

Since June 1989, the actual numbers and representation of all designated groups in the Ministry, with the exception of persons with disabilities, have increased, as shown in Graph 1. These four designated groups were well-represented among new hires to the Ministry between June 1989 and May 1992 in relation to their representation in the working-age population of the province.

Between June 1989 and May 1992, the actual number of persons with disabilities declined along with their representation in the Ministry. This is due to two factors. First, persons with disabilities were significantly under-represented among the new hires to the Ministry, in comparison with their representation in the working-age population of the province. Although they represent 7% of the working-age population, persons with disabilities represented only 4% of the new hires to the Ministry. Second, the actual number of persons with disabilities who left the Ministry was slightly greater than the number hired into the Ministry during this period.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE PROVINCIAL WORKING AGE POPULATION



\* Ministry workforce in Ontario

The employees of the Ministry are distributed throughout the six geographic regions of the province.

Persons with disabilities are under-represented in the Ministry workforce overall, and they are under-represented in five regions of the province. They are well-represented in the Ministry workforce in the Northwestern region of the province, where they represent 9% of the Ministry workforce and working-age population of the region.

Aboriginal peoples are under-represented in the Northwestern and Northeastern regions of the province. Although they represent 9% of the working-age population in the Northwest and 4% in the Northeast, they represent only 6% and 2%, respectively, of the Ministry workforce in these regions.

Racial minorities are under-represented in the Ministry workforce in the Eastern and Central regions of the province, while Francophones are under-represented in the Eastern region. Women are well-represented in the Ministry workforce in all regions of the province.

## OCCUPATIONAL DISTRIBUTION

The wage gap between the designated groups and the non-designated group narrowed between June 1989 and May 1992. On average, women with another designated group status earned 82% of the earnings of the non-designated group in June 1989, while women with no other designated group status earned 84%. The average salaries of both of

these groups increased to 89% of the earnings of the non-designated group, closing the wage gap between the two groups of women.

The narrowing of the wage gap is attributable to the implementation of pay equity during this period and to changes in the occupational distribution of women throughout the Ministry.

There is no difference in the average salaries of designated group men and the non-designated group in this Ministry.

## OCCUPATIONAL SEGREGATION

About one-quarter of the Ministry workforce is employed in two occupational groups; Social Programs and Office Administration.

Of the Ministry workforce, 11% are employed in the Social Programs occupational group. All designated groups are well-represented in this occupational group and a greater proportion of Francophones (20%) are employed in this area.

The Office Administration group accounts for 15% of the Ministry workforce. It employs 21% of all women, 43% of all racial minority women and 29% of all Francophone women.

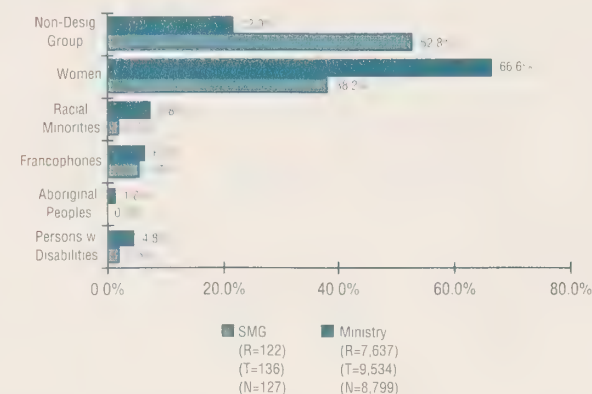
## ACCESS TO AUTHORITY AND DECISION-MAKING

Each of the five designated groups holds a disproportionately small share of the positions in the Senior Management group in this Ministry. All five designated groups are under-represented in the Senior Management group in relation to their representation in the Ministry, as shown in Graph 2. None of those employed in senior management self-identified as Aboriginal.

Conversely, although the non-designated group members represent 22% of the Ministry workforce, they hold 53% of all senior management positions.

Graph 2

REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992



# MINISTRY OF CONSUMER AND COMMERCIAL RELATIONS

The purpose of this Ministry is to ensure a fair, safe and honest marketplace. The Ministry's programs, which affect business and consumers, include licensing; registration and inspection of business establishments to promote a high level of ethical business conduct; educational services pertaining to consumer protection; licensing and inspection of technical and operational situations to ensure public safety; registration of documents related to all aspects of real and personal property ownership; maintenance of community standards in films and videos shown in Ontario; and control of the use and availability of beverage alcohol.

The Ministry's head office is in Toronto. Regional offices are located throughout the province, and the Office of the Registrar General is situated in Thunder Bay.

## SURVEY RATE

The Ministry of Consumer and Commercial Relations has surveyed 92% of its 1,791 employees. This is a slight increase from the survey rate of 89% in June 1989.

However, the Ministry surveyed only 67% of the 113 employees hired between April 1991 and May 1992. This represents an increase over the previous year's rate.

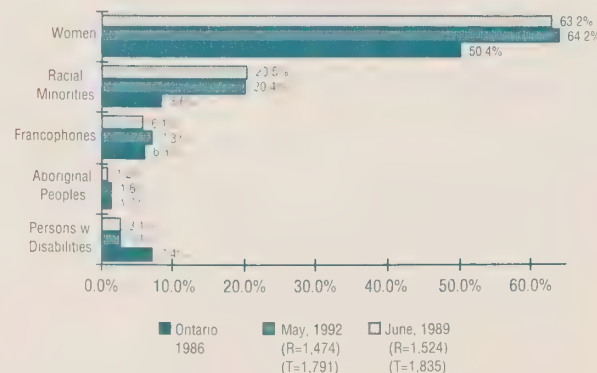
## REPRESENTATION OF THE DESIGNATED GROUPS

Since June 1989, there have been slight increases in the representation of women, Francophones and Aboriginal peoples in the Ministry despite a decrease in the number of employees in the Ministry. The representation of racial minorities and persons with disabilities remained unchanged.

As Graph 1 shows, Francophones, racial minorities and women are well-represented in the Ministry in comparison with their representation in the working-age population of the province. Aboriginal peoples remain slightly under-represented, and persons with disabilities remain significantly under-represented in the Ministry.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE PROVINCIAL WORKING AGE POPULATION



\* Ministry workforce in Ontario

The Ministry of Consumer and Commercial Relations is decentralized, with employees in each of the six Ontario regions. Approximately 57% of the Ministry's entire workforce are located in Metro Toronto and another 21% are located in the Central region of the province.

Although racial minorities are well-represented in the Ministry overall (particularly in Metro Toronto) they are under-represented in most regions, in comparison with their representation in the working-age population. Similarly, Aboriginal peoples are well-represented overall, but their representation varies significantly by region. For example, they represent 9% of the working-age population of the Northwestern region and 8% of the Ministry workforce in this region. However, although they represent 2% of the working-age population in the Eastern region of the province, none of the Ministry employees in this region reported being an Aboriginal.

Conversely, although persons with disabilities are under-represented in the Ministry overall, 15% of the Ministry employees in the Northwestern region reported having a disability. This group represents 9% of the working-age population of the region.



## OCCUPATIONAL DISTRIBUTION

Between June 1989 and May 1992, the average salaries of the designated groups increased in relation to that of the non-designated group. This is a reflection of pay equity adjustments and changes in the occupational distribution of the designated groups.

On average, women with another designated group status earned 69% of the earnings of the non-designated group, up from 64% in June 1989. Women with no other designated group status averaged 66% of the earnings of the non-designated group in June 1989 and 72% in May 1992.

A slight decrease in the wage gap for designated group men was also noted during this period. On average, designated group men earned 89% of the earnings of the non-designated group in June 1989 and 91% in May 1992.

## OCCUPATIONAL SEGREGATION

The wage gap for women, particularly women with another designated group status, indicates that they are over-represented in lower paying jobs within the Ministry, particularly in clerical positions. Of the Ministry's workforce, 57% are employed in the Office Administration group, the largest occupational group in the Ministry, and women are significantly over-represented in this occupational group; it includes 74% of all women, 62% of all racial minority women and 82% of all Aboriginal women.

## ACCESS TO AUTHORITY AND DECISION-MAKING

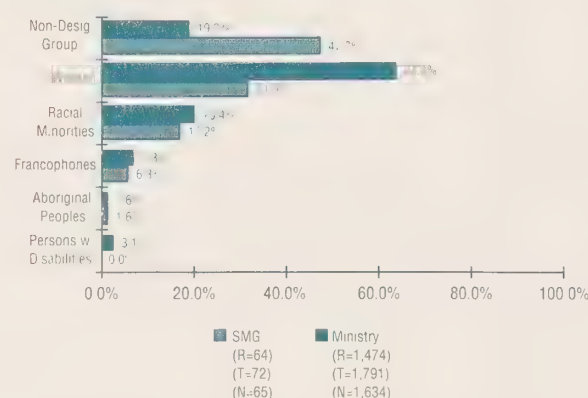
The disparity between the designated groups and non-designated group is significant in the Senior Management group.

Graph 2 illustrates that with the exception of Aboriginal peoples, all of the designated groups have a disproportionately low share of Senior Management group positions. Of those in the Senior Management group, none self-identified as having a disability.

Conversely, the non-designated group members have a disproportionately high share of the Senior Management group positions. Although non-designated group members represent 19% of the Ministry workforce, they hold 48% of the senior management positions.

Graph 2

REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992





# MINISTRY OF CORRECTIONAL SERVICES

This Ministry is responsible for young offenders (aged 16 to 18) as well as adult offenders who are sentenced by Ontario courts to terms of less than two years, those on Ontario parole and those given a term of probation. The Ministry informs the courts to assist in determining disposition; provides custody and community supervision of offenders; runs support programs to assist offenders in making a positive personal and social adjustment; and delivers crime prevention programs. The Ministry is regionally based with offices and institutions across Ontario. In 1989, the Ministry relocated its head office to North Bay.

## SURVEY RATE

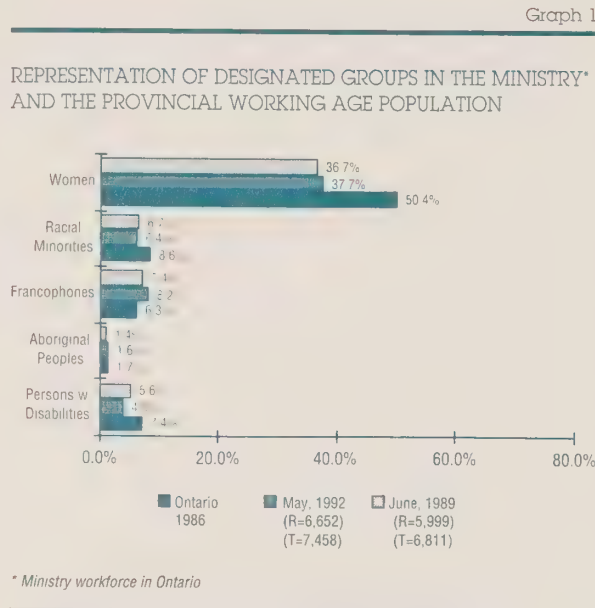
The Ministry of Correctional Services has surveyed 95% of its 7,458 employees. This is a significant improvement over June 1989, when 70% of the Ministry's workforce were surveyed.

However, despite this increase in survey rate, only 65% of the 439 employees hired between April 1991 and May 1992 have been surveyed.

## REPRESENTATION OF THE DESIGNATED GROUPS

As Graph 1 indicates, there was a slight increase in the representation of women, Aboriginal peoples and Francophones between June 1989 and May 1992 and a decline in the representation of persons with disabilities and racial minorities.

Despite the progress made during this period, compared with the working-age population of the province, Francophones remain the only well-represented designated group in this Ministry.



Employees of the Ministry are dispersed throughout the regions of the province, with 61% of the Ministry workforce employed in the Central and Metro Toronto regions.

In both of these regions, Francophones are well-represented in the Ministry workforce in comparison with their representation in the working-age population of the regions. Racial minorities and Aboriginal peoples are well-represented in the Metro Toronto region, but are under-represented in the Central region.

Persons with disabilities and women are significantly under-represented in both of these regions. For example, in the Central region, the representation of persons with disabilities is 4% compared with 7% in the working-age population. In the Metro Toronto region their representation is 3% compared with 6% in the working-age population.

Women are under-represented in both regions. Although they represent about 50% of the working-age population of both regions, they represent 34% of the Ministry workforce in the Central region and 41% in the Metro Toronto region.

The Ministry used the opportunities to hire between June 1989 and May 1992 to increase the actual number of designated groups within the Ministry, with the exception of persons with disabilities. The increase was most significant for women, Francophones and Aboriginal peoples. The number of persons with disabilities in the Ministry declined from June 1989 to May 1992.

Although the actual number of racial minorities in the Ministry increased during this period, their proportional representation declined because of Ministry growth.

## OCCUPATIONAL DISTRIBUTION

Since June 1989, there has been a narrowing of the wage gap between the designated groups and the non-designated group in the Ministry of Correctional Services. On average, women with another designated group status earned 83% of the earnings of the non-designated group in June 1989 and 85% in May 1992. On average, women with no other designated group status earned 87% in June 1989 and 88% in May 1992.

The wage gap for designated group men widened slightly during this period. They earned 98% of the earnings of the non-designated group in June 1989, and 97% in May 1992.

## OCCUPATIONAL SEGREGATION

As indicated by the difference in average salary between women and the non-designated group, women tend to be over-represented in the lower paying occupational groups in the Ministry.

For example, although only 13% of all positions in the Ministry are in the Office Administration occupational group, 34% of all women hold such jobs. Women with another designated group status experience greater over-representation in Office Administration – 52% of racial minority women, 46% of Francophone women and 35% of women with disabilities.

Of the Ministry workforce, 10% are employed in the Social Programs occupational group, which includes probation and parole officers. Women, racial minorities, Francophones and Aboriginal peoples are well-represented in this occupational group, but persons with disabilities are not. Only 6% of persons with disabilities in this Ministry are employed in Social Programs.

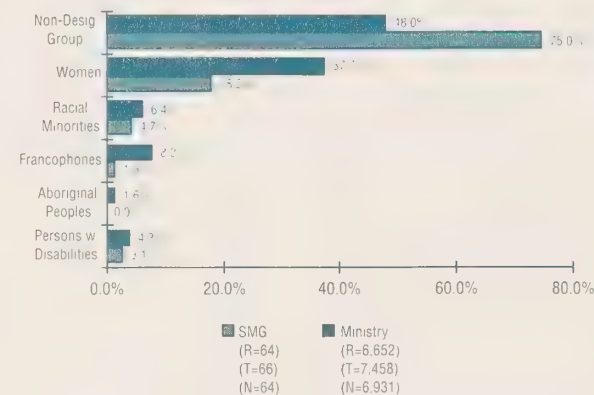
Women are under-represented in the Correctional Services occupational group, the largest occupational group in the Ministry. Although 46% of the Ministry workforce are employed in this occupational group, only 25% of the women in the Ministry are employed in this occupational group.

## ACCESS TO AUTHORITY AND DECISION-MAKING

As Graph 2 indicates, all designated groups are significantly under-represented in the Senior Management group, in comparison with their representation in the Ministry. Among those in senior management who identified their designated group status, there were no Aboriginal peoples.

Conversely, although non-designated group members make up 48% of the Ministry workforce, they hold 75% of all senior management positions.

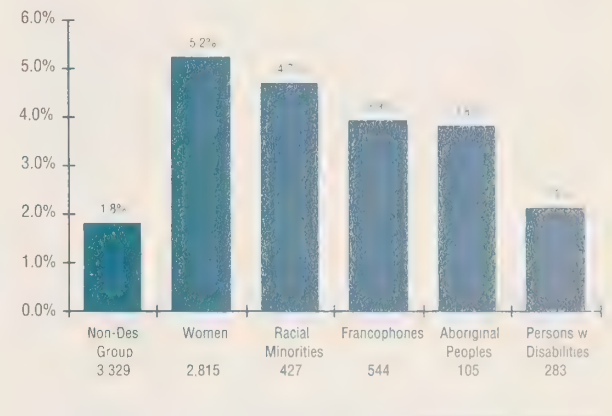
Graph 2  
REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992



## JOB SECURITY

As Graph 3 indicates, a greater proportion of the designated group members are employed in unclassified positions in the Ministry, in comparison with the non-designated group.

Graph 3  
PROPORTION OF DESIGNATED GROUPS IN UNCLASSIFIED POSITIONS MAY 1992



However, all designated group members hired between June 1989 and May 1992 were hired into classified positions at the same rate as those from the non-designated group.

Persons with disabilities, racial minorities and women leave the Ministry at a rate exceeding their representation in the Ministry workforce. For example, although women represented 38% of the Ministry workforce, they represented 53% of those who left the Ministry between June 1989 and May 1992.

# MINISTRY OF CULTURE AND COMMUNICATIONS

(excluding The Ontario Science Centre)

The Ministry of Culture and Communications ensures public access to, and the advancement of culture, communications and information resources for the people of Ontario. The Ministry also encourages economic growth through the development of vital cultural, communications and information sectors.

The Ministry is relatively small, with regional offices across the province. It is in the process of restructuring. The Ontario Heritage Foundation, an agency of the Ministry, is scheduled to relocate outside Toronto and some Ministry positions will be transferred to it.

## SURVEY RATE

As of May 1992, 88% of the Ministry's 587 employees had been surveyed. This is a slight increase from the survey rate of 85% in June 1989. Of the 108 employees hired between April 1991 and May 1992, however, only 57% have been surveyed.

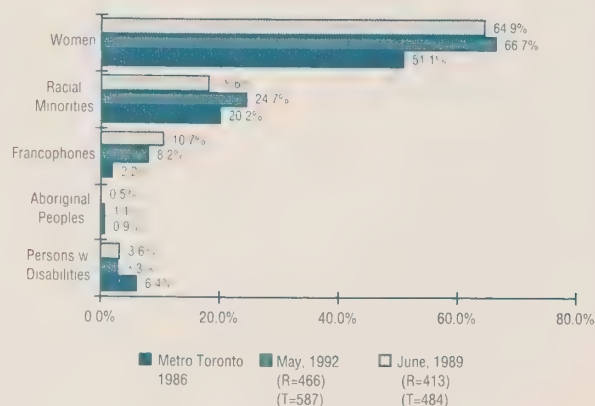
## REPRESENTATION OF THE DESIGNATED GROUPS

As indicated in Graph 1, the designated groups, with the exception of persons with disabilities, are well-represented in the Ministry compared with the working-age population of Metro Toronto, in which 97% of the Ministry's workforce are employed.

Since June 1989, the representation of all designated groups in the Ministry has increased, with the exception of persons with disabilities and Francophones.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto

Although the number of Francophones in the Ministry remained constant between June 1989 and May 1992, their representation in the Ministry workforce declined slightly. This is because the rate of growth of the overall Ministry workforce exceeded that of Francophones employed in the Ministry. Nonetheless, Francophones remain well-represented in the Ministry in comparison with their representation in the provincial working-age population.

The actual number and representation of persons with disabilities in the Ministry declined between June 1989 and May 1992, because more left than were hired during this period.

## OCCUPATIONAL DISTRIBUTION

Between June 1989 and May 1992, the average salary of women with no other designated group status remained constant at 85% of the average of the non-designated group. Women with another designated group status averaged 68% of the earnings of the non-designated group in June 1989 and 74% in May 1992.

The decrease in the wage gap for women with another designated group status can be attributed to changes in their occupational distribution and to the implementation of pay equity during this period.

While women experienced some decrease in the wage gap during this period, designated group men experienced a widening. Although designated group men averaged slightly higher earnings than the non-designated group in June 1989, they earned 91% of the earnings of the non-designated group in May 1992. The widening of the wage gap reflects a marked increase of designated group men in



Bargaining Unit positions. For example, the representation of racial minority men in the Bargaining Unit increased by more than 100% during this period.

## OCCUPATIONAL SEGREGATION

Occupational segregation in this Ministry is limited.

Women are over-represented in the lower paying jobs in the Ministry. Although 32% of the Ministry workforce are employed in the Office Administration group, 41% of all women in the Ministry are employed in this occupational group. Women with another designated group status experience greater over-representation within this occupational group; for instance, it includes 64% of all racial minority women.

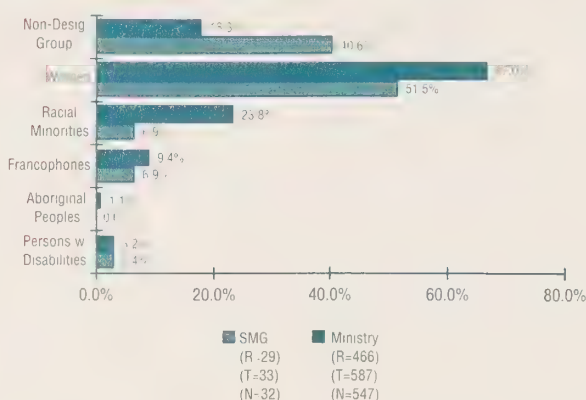
The designated groups appear to be well distributed throughout most other occupational groups in the Ministry. However, all of the Aboriginal peoples employed in the Ministry are employed in occupations within the Bargaining Unit; they have no representation in management or senior management positions.

## ACCESS TO AUTHORITY AND DECISION-MAKING

As indicated by Graph 2, with the exception of persons with disabilities, the designated groups are under-represented in senior management positions in relation to their representation in the Ministry workforce. None of the employees in senior management reported being Aboriginal.

Conversely, in comparison with their representation in the Ministry workforce, non-designated group members hold a significantly higher proportion of senior management jobs. Although they represent 18% of the Ministry workforce, they hold 41% of the senior management positions in the Ministry.

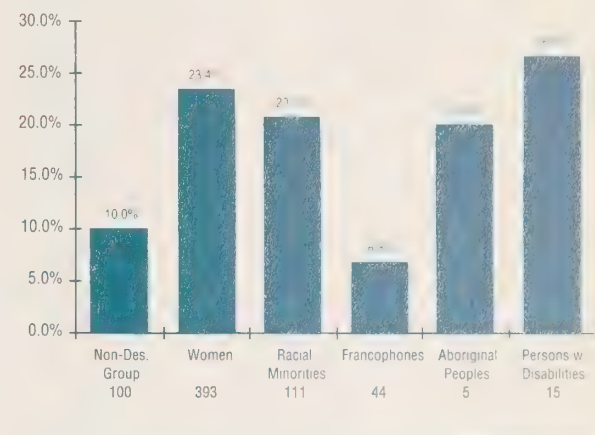
Graph 2  
REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992



## JOB SECURITY

As Graph 3 shows, with the exception of Francophones, a greater proportion of designated group members are employed in the unclassified service of this Ministry, in comparison with the non-designated group.

Graph 3  
PROPORTION OF DESIGNATED GROUPS IN UNCLASSIFIED POSITIONS MAY 1992



With the exception of persons with disabilities, the designated groups were hired in the classified service in the same proportions as or in greater proportions than the non-designated group. Between June 1989 and May 1992, 25% of all persons with disabilities hired into the Ministry were hired into the classified service, compared with 38% of the non-designated group members. None of the designated groups were significantly over-represented among those who left the Ministry.

The Ministry of Education develops the policies that guide Ontario's education system. It sets the laws under which education is provided and shares responsibility for financing education. It also delivers elementary and secondary education directly to students who are deaf, blind, or deaf and blind, and provides adult education, literacy, basic skills training and continuing education programs.

The Ministry is decentralized, with the corporate office in Toronto, six regional offices and six provincial and demonstration schools.

## SURVEY RATE

The Ministry of Education has surveyed 90% of its 1,762 employees. This is a decline from the June 1989 survey rate of 93%.

Only 50% of the 224 employees hired between April 1991 and May 1992 have been surveyed.

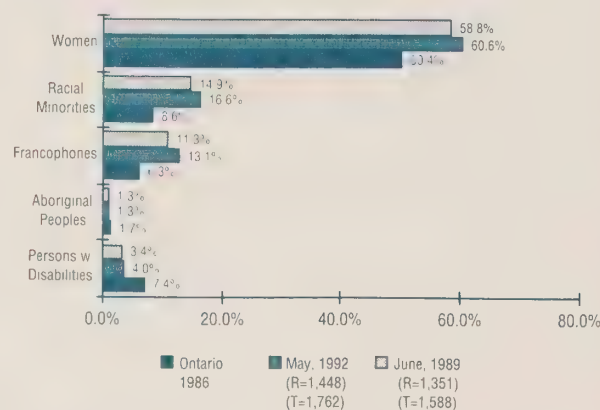
## REPRESENTATION OF THE DESIGNATED GROUPS

because, although they were well-represented among new hires to the Ministry, they left the Ministry in almost the same numbers.

Aboriginal peoples and persons with disabilities remain under-represented in the Ministry compared with the working-age population of Ontario.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE PROVINCIAL WORKING AGE POPULATION



\* Ministry workforce in Ontario

Although persons with disabilities are under-represented in all other regions of the province, they are well-represented in the Central region, where they represent 7% of the working-age population and 8% of the Ministry's workforce.

Aboriginal peoples are under-represented in the Ministry workforce overall, but are well-represented in the Eastern and Southwestern regions as well as in Metro Toronto.

Francophones are well-represented in the Ministry workforce in all regions of the province.

Similarly, although racial minorities are well-represented overall, they are slightly under-represented in the Ministry's workforce in the Eastern, Central and Southwestern regions of the province.

## OCCUPATIONAL DISTRIBUTION

Since June 1989, there has been an increase in the average earnings of women in the Ministry in relation to the earnings of the non-designated group. However, all women continue to earn less than the non-designated group. On average, women with another designated group status earned 77% of the earnings of the non-designated group, a significant increase from 66% in June 1989. Women with no other designated group status earned 79% of the earnings of the non-designated group, up from 71% in June 1989.

There is no difference in the average earnings of designated group men and the non-designated group within this Ministry.

## ERRATUM

*The following paragraph is missing from the entry for the Ministry of Education on page 58 at the bottom of the left hand column of text under "**Representation of the Designated Groups**"*

As Graph 1 shows, the Ministry of Education used the hiring opportunities between June 1989 and May 1992 to increase the representation of all designated groups in its workforce, with the exception of Aboriginal peoples. The representation of Aboriginal peoples remained constant during this period ...





## OCCUPATIONAL SEGREGATION

The designated groups are generally well-distributed throughout all occupations in the Ministry.

Women are over-represented in the largest occupational group within the Ministry, the Office Administration group. Although only 25% of all of the Ministry's employees are in Office Administration positions, 36% of all women in the Ministry, 59% of all racial minority women, 51% of Francophone women and 53% of Aboriginal women are employed in them.

Ten per cent (10%) of the Ministry workforce are employed in the second largest occupational group, Institutional Care. A disproportionately large number of Aboriginal peoples (21%) and persons with disabilities (21%) are employed in Institutional Care. Conversely, a disproportionately smaller number of racial minorities (2%) and Francophones (2%) are employed in this occupational group.

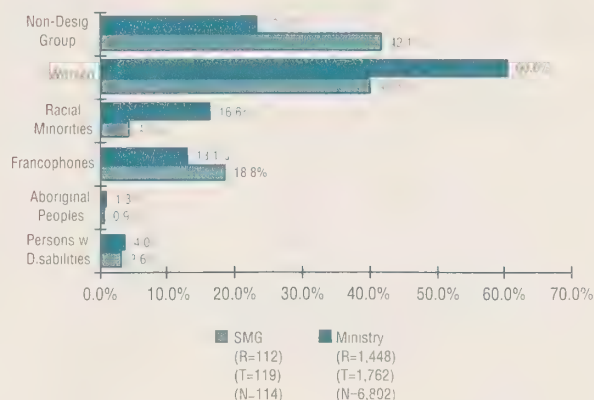
Persons with disabilities, racial minorities and women are under-represented in the Education (Bargaining Unit) occupational group. Of all Ministry employees, 6% are employed in this group. Aboriginal peoples and Francophones are better represented than persons with disabilities and women but none of the employees in this group self-identified as being from a racial minority.

## ACCESS TO AUTHORITY AND DECISION-MAKING

As Graph 2 shows, Francophones are well-represented in the Senior Management group of the Ministry in relation to

their representation in the Ministry's workforce. The other designated groups hold a disproportionately smaller share of senior management positions. Conversely, although non-designated group members represent 24% of the Ministry workforce, they hold 42% of the senior management positions.

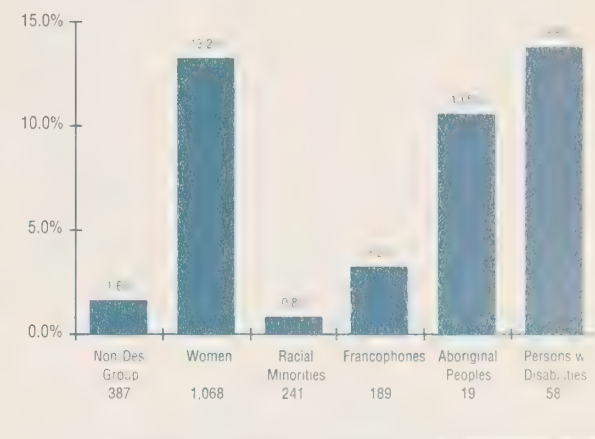
Graph 2  
REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992



## JOB SECURITY

Aboriginal peoples, Francophones, persons with disabilities and women are over-represented in the unclassified service of the Ministry in relation to the non-designated group, as shown in Graph 3. Eighty-three per cent (83%) of this Ministry's unclassified positions are seasonal.

Graph 3  
PROPORTION OF DESIGNATED GROUPS IN UNCLASSIFIED POSITIONS MAY 1992



A smaller proportion of Aboriginal peoples (43%), persons with disabilities (50%) and women (53%) were hired into the classified service between July 1989 and May 1992, in comparison with the non-designated group (79%), thereby continuing their over-representation in the unclassified service of the Ministry.

However, the Ministry increased the actual number and representation of racial minorities and Francophones in its classified workforce between June 1989 and May 1992, because 88% of Francophone employees and 93% of racial minority employees hired during this period were hired into classified positions.

# MINISTRY OF ENERGY

(including The Ontario Energy Board)

The Ministry of Energy takes a sustainable-development approach to energy use, with emphasis on energy efficiency and conservation. It is responsible for reviewing energy matters continuously and coordinating the energy-related activities of the government.

The Ministry reports to the Legislature for the Ontario Energy Corporation, Ontario Hydro and the Ontario Energy Board, which function independently of the Ministry.

It is centralized, with its entire workforce in Metro Toronto.

## SURVEY RATE

The Ministry of Energy has surveyed over 95% of its 254 employees. This is a significant increase in the survey rate since June 1989, when the Ministry had surveyed only 79% of its employees. The Ministry also surveyed 92% of the 37 employees hired between April 1991 and May 1992.

## REPRESENTATION OF THE DESIGNATED GROUPS

The Ministry has used the hiring opportunities since June 1989 to increase the representation of all of the designated groups in its workforce, with the exception of women, whose representation declined. However, this decrease in representation leaves women only slightly under-represented in the Ministry workforce.

As Graph 1 shows, the increase in representation since June 1989 is significant for persons with disabilities and Francophones. All designated groups are well-represented in this Ministry compared with the working-age population of the Metro Toronto region.

## OCCUPATIONAL DISTRIBUTION

A decrease in the wage gap occurred for women between June 1989 and May 1992. This decline is due to the implementation of pay equity and to changes in the distribution of women within the Ministry. However, despite the declining wage gap in this Ministry, designated groups members continue to earn significantly less on average than the non-designated group members, reflecting their over-representation in the lower paying occupations within the Ministry.

On average, women with no other designated group status earned 75% of the earnings of the non-designated group in June 1989 and 80% in May 1992. Women with another designated group status experienced similar increases in their average salary in relation to that of the non-designated group – from 59% in June 1989 to 65% in May 1992.

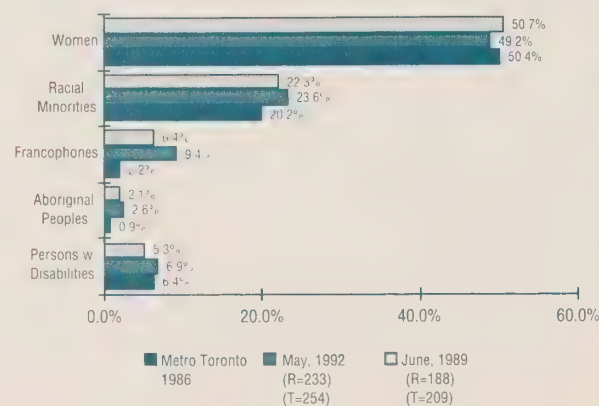
Designated men continue to earn, on average, 82% of what non-designated group members earn, despite an increase in their average salary.

## OCCUPATIONAL SEGREGATION

The wage gap for women in this Ministry reflects their over-representation in the lower paying jobs, particularly clerical positions. Although only 25% of all jobs in this Ministry are

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto



in the Office Administration group, 44% of all women and 66% of all racial minority women are employed in this area.

The Professional Economics and Statistics group is one of the larger occupational groups in the Ministry and accounts for 12% of all Ministry jobs. None of the employees in this occupational group reported being Aboriginal or having a disability. Only 5% of racial minorities and 5% of all women employed by the Ministry are in these positions.

## ACCESS TO AUTHORITY AND DECISION-MAKING

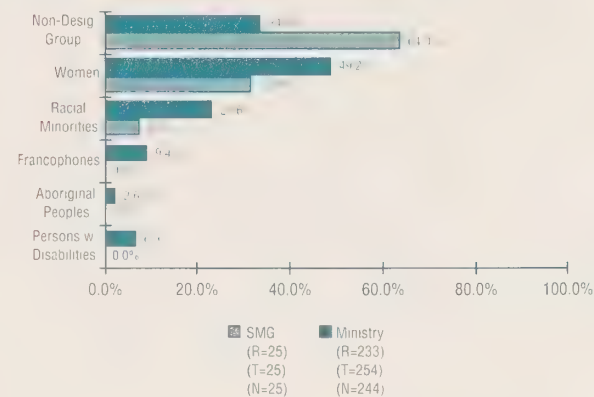
The disparity between the designated and non-designated groups is significant in the Senior Management group.

Graph 2 shows that all of the designated groups have a disproportionately low share of Senior Management group positions. None of the employees in senior management reported being Aboriginal or Francophone or having a disability.

Conversely, the non-designated group members represent 34% of the Ministry workforce, but hold 64% of the positions in the Senior Management group.

Graph 2

REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992

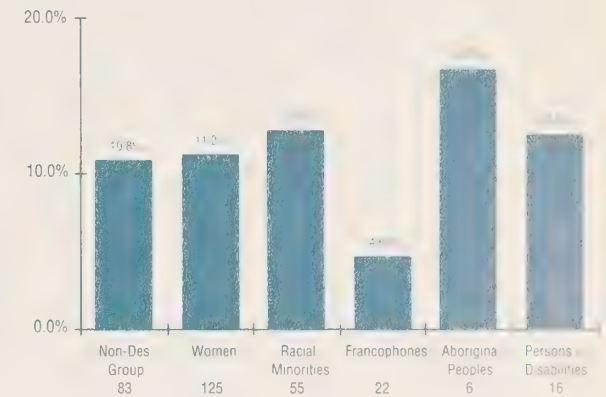


## JOB SECURITY

As Graph 3 illustrates, compared with the non-designated group, Francophones and women are not significantly over-represented in the unclassified service of the Ministry. The other designated group members employed in the Ministry are over-represented in unclassified positions in comparison with the non-designated group.

Graph 3

PROPORTION OF DESIGNATED GROUPS IN UNCLASSIFIED POSITIONS MAY 1992



Among the new hires between June 1989 and May 1992, 63% of the non-designated group members were hired into classified positions. Francophones, persons with disabilities and racial minorities were well-represented among those hired into the classified service. However, a greater proportion of women than non-designated group members were hired into unclassified positions. There were too few Aboriginal people hired into this Ministry during this time period to allow for a valid comparison.

# MINISTRY OF THE ENVIRONMENT

The Ministry's objective is to achieve and maintain a quality of the environment (air, water and land) that will protect human health and the ecosystem and will contribute to the well-being of the people of Ontario.

The Ministry is regionally based with offices around the province. Between 1989 and 1991, the Ministry was reorganized; a Waste Reduction Division and a Policy and Intergovernmental Relations Division were created. The Three R's Program was enhanced.

## SURVEY RATE

The Ministry of the Environment significantly improved its survey rate to 93% of its 3,221 employees in May 1992 from 77% in June 1989.

Despite this increase in the overall survey rate, only 67% of the 313 employees hired between April 1991 and May 1992 have been surveyed.

## REPRESENTATION OF THE DESIGNATED GROUPS

As Graph 1 indicates, both racial minorities and Francophones are well-represented in the Ministry workforce. However, women, Aboriginal peoples and persons with disabilities are under-represented in the Ministry workforce in comparison with their representation in the working-age population of the province.

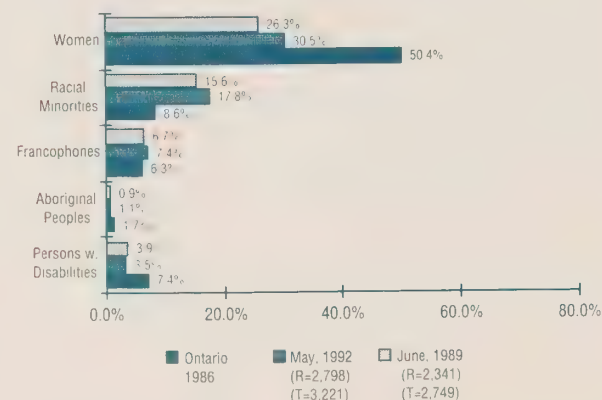
Between June 1989 and May 1992, the representation of the designated groups, with the exception of persons

with disabilities, increased. Despite the progress made since June 1989, Aboriginal peoples and women remain under-represented in this Ministry. The representation of persons with disabilities declined during this period, increasing their under-representation.

The Ministry used its hiring opportunities between June 1989 and May 1992 to increase the actual number of all designated groups in its workforce. As shown in Graph 1, the representation of all designated groups, with the exception of persons with disabilities, increased during this period. The number of persons with disabilities increased during this time period, but their proportional representation declined because the Ministry workforce increased at a greater rate.

Graph 1

### REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE PROVINCIAL WORKING AGE POPULATION



\* Ministry workforce in Ontario

Although the actual number and representation increased slightly for women, women also left the Ministry at a high rate between June 1989 and May 1992, thereby offsetting the gains made through new hires.

Employees of this Ministry are dispersed throughout the six regions of the province, with 69% employed in the Central region and Metro Toronto.

In these two regions, both racial minorities and Francophones are well-represented, in comparison with their representation in the working-age population. Aboriginal peoples are fairly well-represented in the Ministry workforce in the Central region, but experience some under-representation in Metro Toronto.

Persons with disabilities and women are significantly under-represented in both regions.

## OCCUPATIONAL DISTRIBUTION

There was a narrowing of the wage gap between women and the non-designated group between June 1989 and May 1992. This is attributable both to the implementation of pay equity during this period and to changes in the occupational distribution of women. The continuing difference in wages between women and the non-designated group, however, indicates that women tend to be over-represented in the lower paying occupational groups in this Ministry.

The average salary of women with another designated group status increased from 73% of the earnings of the non-designated group in June 1989 to 76% in May 1992. On average, women with no other designated group status earned 79% of the earnings of the non-designated group in June 1989 and 83% in May 1992.

The wage gap also closed slightly for designated group men. On average, designated group men earned 94% of the earnings of the non-designated group in June 1989 and 95% in May 1992.

## OCCUPATIONAL SEGREGATION

Women experience significant over-representation in the clerical positions within the Ministry. Although only 16% of all positions in the Ministry are in the Office Administration occupational group, 45% of all women, 59% of racial minority women, 60% of Aboriginal women, 51% of Francophone women and 47% of women with disabilities hold such jobs.

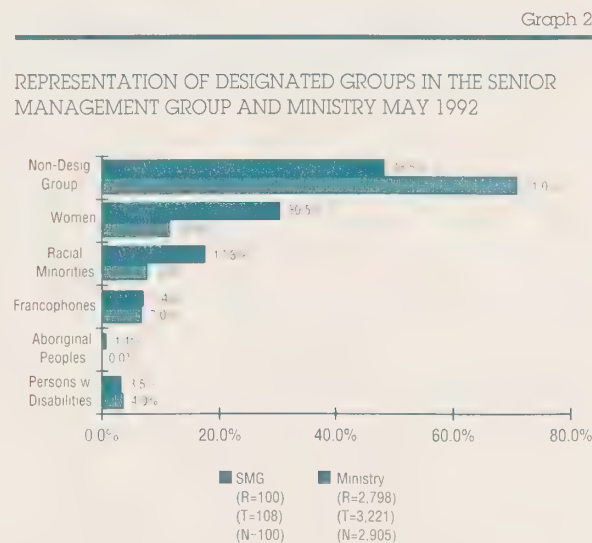
Of the Ministry's workforce, 16% are employed in the Trades and Crafts occupational groups. Aboriginal peoples, persons with disabilities and Francophone men are over-represented in these occupational groups, but women and racial minorities are significantly under-represented – 5% of racial minorities and 1% of women are employed in these positions.

Fourteen per cent (14%) of all positions in the Ministry are in the Resources Support occupational group. Twenty-five per cent (25%) of the Aboriginal peoples and 18% of the Francophones in the Ministry are employed in this area. Conversely, only 10% of persons with disabilities, 7% of racial minorities and 7% of women in the Ministry are employed in this group.

## ACCESS TO AUTHORITY AND DECISION-MAKING

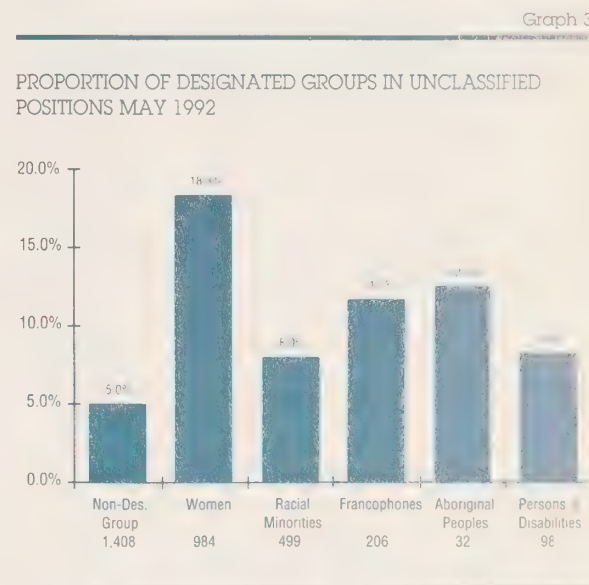
As Graph 2 indicates, persons with disabilities and Francophones are well-represented in the Senior Management group in comparison with their representation in the Ministry workforce. Aboriginal peoples, racial minorities and women are under-represented in the Senior Management group, in comparison with their representation in the Ministry. Among those in senior management who identified their designated group status, none self-identified as Aboriginal.

Conversely, although non-designated group members make up 49% of the Ministry workforce, they hold 71% of all senior management positions.



## JOB SECURITY

As Graph 3 indicates, a greater proportion of the designated group members are employed in the unclassified service of the Ministry, in comparison with the non-designated group. Most significantly, 18% of the women, in comparison to only 5% of the non-designated group in the Ministry, are employed in unclassified positions in the Ministry.



Between June 1989 and May 1992, a greater proportion of the designated groups were hired into the unclassified service than the non-designated group.

Aboriginal peoples, Francophones and women were over-represented among those who left the Ministry between June 1989 and May 1992.



The mandate of this Ministry is to regulate financial institutions in a manner that protects the interests of the public and ensures confidence in the system. This mandate is achieved through the efforts of three agencies (the Ontario Securities Commission, the Pension Commission of Ontario and the Ontario Insurance Commission); the Deposit Institutions Division; and corporate policy, communications and support services groups.

The Ministry is centralized in Toronto.

## SURVEY RATE

As of May 1992, the Ministry of Financial Institutions had surveyed 96% of its 604 employees. This is a significant increase from 74% in June 1989.

Of the 96 employees hired between April 1991 and May 1992, 96% have been surveyed.

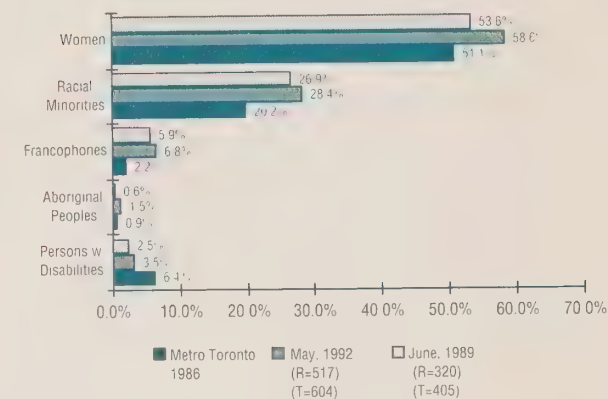
## REPRESENTATION OF THE DESIGNATED GROUPS

As Graph 1 shows, the Ministry used hiring opportunities between June 1989 and May 1992 to increase the representation of all of the designated groups within its workforce. With the exception of persons with disabilities, the designated groups are well-represented in the Ministry in relation to their representation in the working-age population of Metro Toronto, where almost all Ministry employees are located.

Although Aboriginal peoples were under-represented in the Ministry in June 1989 in comparison with their representation in the working-age population of Metro Toronto, they are now well-represented in the Ministry. Persons with disabilities, however, remain under-represented in the Ministry workforce.

Graph 1

## REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto

## OCCUPATIONAL DISTRIBUTION

Since June 1989, progress has been made in narrowing the wage gap between the designated groups and the non-designated group. This is attributable to the implementation of pay equity during this period and to changes in the occupational distribution of the designated groups in the Ministry.

Despite the progress made, women, particularly those with another designated group status, continue to earn significantly less on average than the non-designated group. The average earnings of women with no other designated group status increased from 74% of the earnings of the non-designated group in June 1989 to 81% in May 1992. Women with another designated group status increased from 53% in June 1989 to 64% in May 1992.

The average earnings of the designated group men remained constant at 90% of the average earnings of the non-designated group.

## OCCUPATIONAL SEGREGATION

Occupational segregation in this Ministry is limited.

Of all employees in the Ministry, 30% work in the Office Administration group, the largest occupational group in the Ministry. It employs 44% of all women. However, 64% of racial minority women, 67% of Aboriginal women and 60% of Francophone women work in this group.

Conversely, women are under-represented in the Financial occupational group in the Bargaining Unit. This group employs 12% of the Ministry workforce and only 6% of the women in the Ministry. None of the employees in these positions identified themselves as Aboriginal.

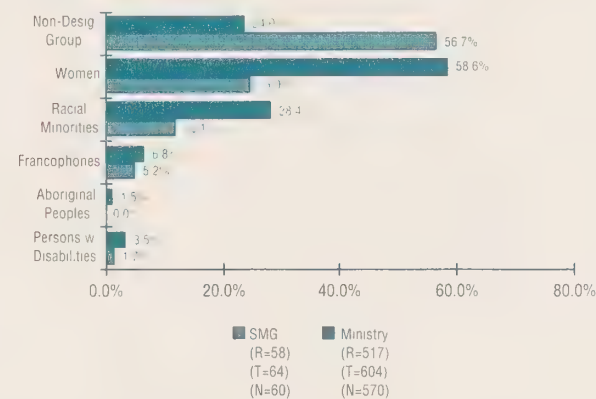
## ACCESS TO AUTHORITY AND DECISION-MAKING

As Graph 2 shows, the designated groups in the Ministry of Financial Institutions hold a disproportionately small share of the positions in the Senior Management group. All of the five designated groups are under-represented in the Senior Management group in comparison with their representation in the Ministry. None of the employees in senior management self-identified as Aboriginal.

Conversely, 57% of the non-designated group hold positions in the Senior Management group, although they represent only 24% of the Ministry workforce.

Graph 2

REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992



## JOB SECURITY

Only 6% of this Ministry's workforce hold unclassified positions, and the designated groups are not over-represented compared with the non-designated group.

However, of the employees hired between June 1989 and May 1992, persons with disabilities and women were less likely than the non-designated group to be hired into the classified service of the Ministry. Although 83% of the non-designated group members hired during this period were hired into classified positions, only 70% of persons with disabilities and 78% of the women were hired into such positions.

The Ministry of Government Services provides corporate services to ministries and agencies through the Realty Group, Computer and Telecommunication Services Division, and Supply and Services Division.

The Ministry is based in Toronto, with some regional offices across the province. The Ministry is currently undergoing a major reorganization to streamline its activities. The Computer and Telecommunications Services Division is scheduled to relocate to Brantford in 1995.

## SURVEY RATE

The Ministry of Government Services has surveyed 92% of its 2,666 employees. This is a slight increase from the survey rate of 91% in June 1989.

However, only 62% of the 115 employees hired between April 1991 and May 1992 have been surveyed.

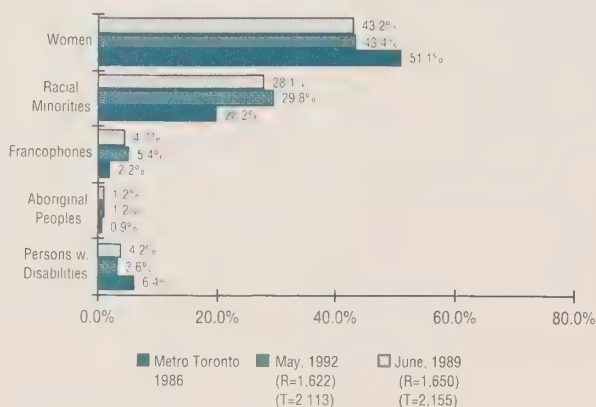
## MINISTRY REPRESENTATION

Racial minorities, Aboriginal peoples and Francophones are well-represented in the Ministry workforce, but women and persons with disabilities are under-represented, in comparison with their representation in the working-age population of the province. The representation of all designated groups, with the exception of persons with disabilities, increased slightly between June 1989 and May 1992.

As Graph 1 shows, in comparison with the working-age population of Metro Toronto, in which 79% of the Ministry's employees are employed, Aboriginal peoples, racial minorities and Francophones are well-represented in the ministry. However, persons with disabilities and women continue to be under-represented in the Ministry workforce in Metro Toronto.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto

The Ministry used the hiring opportunities between June 1989 and May 1992 to increase the actual number of designated group members in its workforce. However, persons with disabilities were significantly under-represented among new hires to the Ministry and the number who left exceeded the number hired, resulting in a decline. For Aboriginal peoples, the number hired equalled the number who left the Ministry, resulting in no increase.

## OCCUPATIONAL DISTRIBUTION

There was a slight narrowing of the wage gap between June 1989 and May 1992. The decrease in the wage gap is due to the implementation of pay equity and to changes in the occupational distribution of the designated groups throughout the Ministry. Despite this improvement, the designated groups continue to earn less, on average, than the non-designated group.

On average, women with another designated group status earned 72% of the earnings of the non-designated group in June 1989. In May 1992, this increased to 76%. Women with no other designated group status averaged 77% of the earnings of the non-designated group in June 1989 and 81% in May 1992.

Designated group men earn slightly less than the non-designated group. In May 1992 they averaged 93% of the earnings of the non-designated group, up from 92% in June 1989.



**OCCUPATIONAL SEGREGATION**

Women, particularly those with another designated group status, are over-represented in the Office Administration group in the Ministry. Although 26% of Ministry employees are in this occupational group, 52% of all women hold such positions. The concentration increases for women with another designated group status, 63% of racial minority women, 64% of women with disabilities and 61% of Francophone women hold such positions.

Of the Ministry workforce, 10% are employed in the Trades and Crafts occupational groups; 98% of these positions are held by men. Aboriginal men employed in this Ministry are over-represented in this occupational group; 33% of the Aboriginal men in the Ministry hold these positions.

Of all Ministry employees, 10% work in the Management Systems and Services occupational group. Racial minorities are well-represented in these positions. Of all of the employees in Management Systems and Services, who identified their designated group status, there were no Aboriginal peoples. Women, persons with disabilities and Francophones hold proportionately fewer jobs in this occupational group.

**ACCESS TO AUTHORITY AND  
DECISION-MAKING**

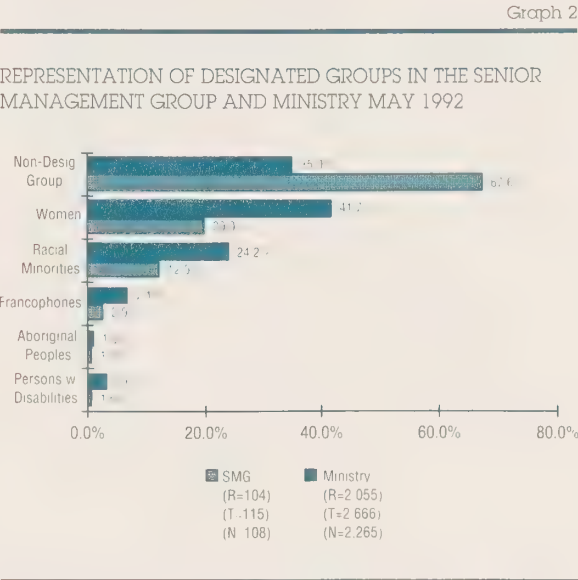
As Graph 2 indicates, all designated groups hold a proportionately smaller share of the Senior Management group positions.

Conversely, the non-designated group members hold a greater proportion of senior management positions. Their representation in the Ministry is 35%, yet they hold 68% of all senior management positions.

**JOB SECURITY**

Only a small number of this Ministry's unclassified staff are captured in the Workforce Profile Database, so no analysis of the representation of designated groups in the unclassified service has been conducted.

Persons with disabilities were over-represented among those who left the Ministry between June 1989 and May 1992. They represented 4% of the Ministry workforce but represented 6% of those who left the Ministry during this period, offsetting gains made by new hires during this time.



The Ministry of Health is responsible for ensuring the good health of the Ontario public by administering programs such as health insurance, care for the mentally ill, extended health care, home care services and drug benefits. It also regulates hospitals and nursing homes, operates psychiatric hospitals and medical laboratories, and coordinates ambulance services.

Health is a large, regionalized Ministry with the majority of its employees located outside Toronto. In January 1992, major organizational changes were announced to facilitate implementation of new directions for health care in Ontario. The reorganization involved significant redistribution of staff and financial resources.

## SURVEY RATE

The Ministry of Health has currently surveyed 94% of its 10,953 employees. This is a significant increase from the survey rate of 77% in June 1989.

However, only 73% of the 336 employees hired between April 1991 and May 1992 have been surveyed.

## REPRESENTATION OF THE DESIGNATED GROUPS

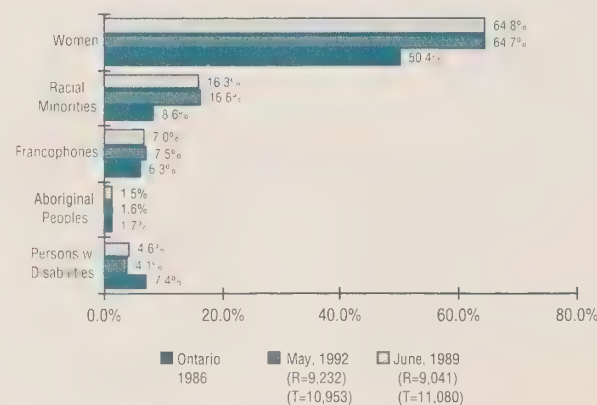
As Graph 1 indicates, all designated groups, with the exception of persons with disabilities, are well-represented in the Ministry workforce in comparison with their represen-

tation in the working-age population of the province. The representation of all of the designated groups remained fairly constant between June 1989 and May 1992, despite a decrease in the size of the Ministry workforce.

The actual number of Aboriginal peoples, racial minorities and Francophones in the Ministry increased during this period. Persons with disabilities were significantly under-represented among new hires, and the number who left the Ministry exceeded the number hired. Women were well-represented among new hires to the Ministry and among those who left. Both of these groups experienced a decline in numbers.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE PROVINCIAL WORKING AGE POPULATION



\* Ministry workforce in Ontario

Ministry employees are employed in all six regions of the province, with 73% of the Ministry employees located in the Eastern and Central regions and Metro Toronto.

Racial minorities and women are well-represented in the Ministry workforce in all regions of the province, in comparison with their representation in the working-age population of the province.

Although Aboriginal peoples are well-represented in the Ministry workforce overall, they are under-represented in the Ministry workforce in the Northeastern, Northwestern and Metro Toronto regions. Similarly, Francophones are well-represented in the Ministry workforce overall, but are under-represented in the workforce in the Northeastern, Eastern and Northwestern regions.

Persons with disabilities are under-represented in the Ministry workforce in all regions of the province.

## OCCUPATIONAL DISTRIBUTION

There was a slight narrowing of the wage gap between June 1989 and May 1992. The average salary for women with another designated groups status increased from 86% of the earnings of the non-designated group in June 1989 to 88% in May 1992. Women with no other designated group status earned 85% of the earnings of the non-designated group in June 1989 and 89% in May 1992.

On average, designated group men earned the same as the non-designated group in June 1989. They showed a slight increase in average salary in May 1992 and currently earn slightly more than the non-designated group.

## OCCUPATIONAL SEGREGATION

As indicated by the wage gap between women and the non-designated group, women in the Ministry experience some over-representation in lower paying occupations, particularly clerical occupations. Of all positions in the Ministry, 21% are in the Office Administration group, the largest occupational group in the Ministry, and 30% of all women in the Ministry hold such jobs. Women with another designated group status experience greater over-representation – 40% of racial minority women, 38% of Francophone women, 34% of women with disabilities and 31% of Aboriginal women.

Nineteen per cent (19%) of Ministry employees are employed in the Institutional Care group, the second largest occupational group. Women and persons with disabilities are well-represented in these positions, and a slightly greater proportion of Aboriginal peoples (24%) and Francophones (23%) are employed in this group. However, only 10% of racial minorities are employed in it.

The third largest occupational group is Nursing, in the Bargaining Unit. Fifteen per cent (15%) of all Ministry jobs are in this occupational group, yet 18% of all women in the Ministry are employed in it. Persons with disabilities and racial minorities are well-represented in this occupational group, but only 8% of all Aboriginals and 9% of all Francophones are employed in these positions.

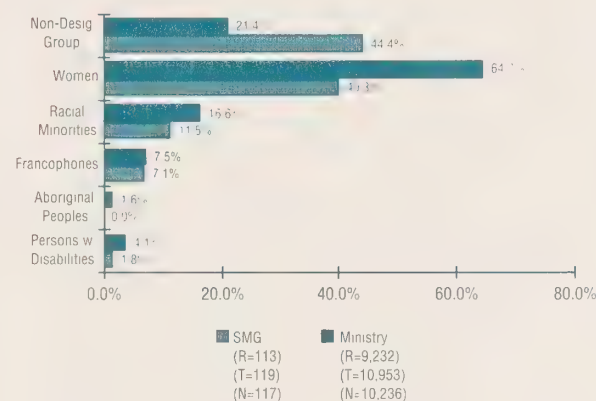
## ACCESS TO AUTHORITY AND DECISION-MAKING

As Graph 2 indicates, all designated groups hold a smaller proportion of the Senior Management group positions, in comparison with their representation in the Ministry. None of the employees in senior management self-identified as Aboriginal.

Conversely, although non-designated group members make up 21% of the Ministry workforce, they hold 44% of all senior management positions.

Graph 2

REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992



## JOB SECURITY

Only a small number of this Ministry's unclassified staff are captured in the Workforce Profile Database, so no analysis of the representation of designated groups in the unclassified service has been conducted.

With regard to employees hired between June 1989 and May 1992, designated groups were hired into the classified service at about the same rate as those from the non-designated group.

None of the designated groups were over-represented among those who left the Ministry during this period.



The Ministry of Housing's mission is to meet Ontario's need for affordable, safe, secure and suitable housing.

The Ministry achieves its mandate through a number of activities. It provides rent-gear-to-income housing for low- and moderate-income households through the Ontario Housing Corporation and its 56 local housing authorities, with an emphasis on effective management of public housing and strengthened community life for public housing residents.

Through transfer payments, as well as policy and program direction, the Ministry supports municipal, private and cooperative non-profit housing across the province. In addition, through the administration of the *Ontario Building and Plumbing Codes*, the Ministry ensures that all structures in Ontario are built safely and efficiently.

Housing is a medium-sized, regionalized Ministry with about 30% of its employees working outside Metro Toronto.

## SURVEY RATE

The Ministry of Housing has surveyed 93% of its 1,206 employees. This is an improvement over the survey rate of 82% in June 1989.

However, only 81% of the 104 employees hired between April 1991 and May 1992 have been surveyed.

## REPRESENTATION OF THE DESIGNATED GROUPS

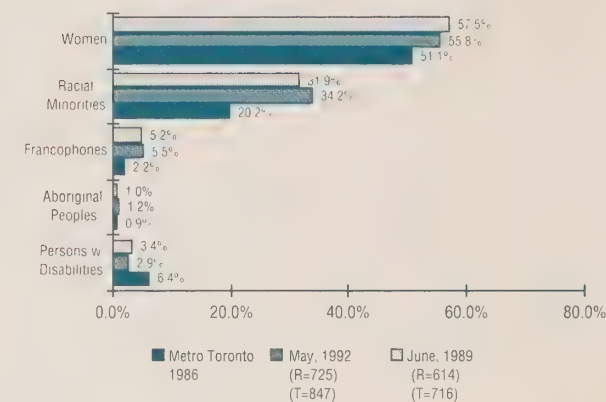
As Graph 1 indicates, all designated groups, with the exception of persons with disabilities, are well-represented in the Ministry workforce in comparison with their representation in the working-age population of the Metro Toronto region, in which 70% of the Ministry workforce are employed.

The representation of Aboriginal peoples and racial minorities increased slightly between June 1989 and May 1992. The representation of women and Francophones declined slightly, despite an increase in actual numbers, because the Ministry workforce increased at a greater rate. While representation for Francophones declined overall, the Ministry's Metro Toronto workforce increased slightly.

The actual number of persons with disabilities remained constant during this period, but representation declined because of the increase in total Ministry employees.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto

## OCCUPATIONAL DISTRIBUTION

Between June 1989 and May 1992, there was a decrease in the wage gap between women and the non-designated group. On average, women with another designated group status earned 65% of the earnings of the non-designated group in June 1989. This increased to 73% in May 1992. On average, women with no other designated group status earned 74% of the earnings of the non-designated group in June 1989 and 81% in May 1992. Despite this improvement, women, particularly those with another designated

group status, still tend to be over-represented in the lower paying positions in the Ministry.

Designated group men averaged 92% of the earnings of the non-designated group in May 1992, an improvement from 90% in June 1989.

OCCUPATIONAL SEGREGATION

With two notable exceptions, the designated groups experience little significant occupational segregation in the Ministry.

Although only 30% of all Ministry employees are employed in the Office Administration occupational group, 44% of all women, 59% of Francophone women, 57% of Aboriginal women, 54% of racial minority women and 47% of women with disabilities hold such jobs.

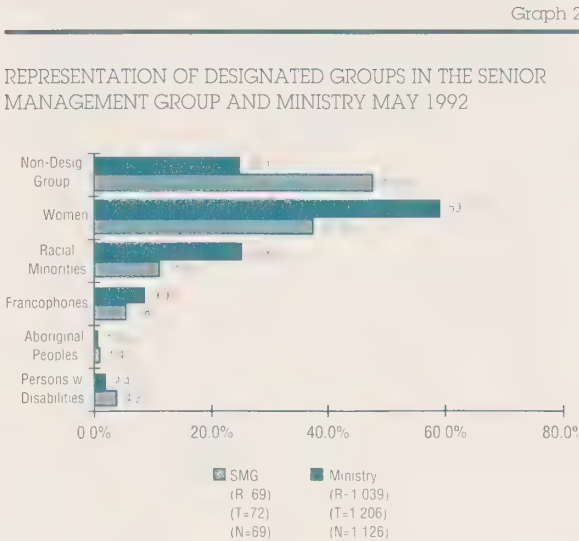
Racial minority men are over-represented in the Financial occupational groups in the Ministry. Seventeen per cent (17%) of the Ministry workforce are employed in the Financial groups' Bargaining Unit and the Management Compensation Plan positions, but 30% of racial minority men are employed in them.

ACCESS TO AUTHORITY AND DECISION-MAKING

As Graph 2 indicates, Aboriginal peoples and persons with disabilities are well-represented in the Senior Management group in comparison with their representation in the Ministry workforce and despite the under-representation of persons with disabilities in the Ministry workforce.

Racial minorities, Francophones and women are under-represented in the Senior Management group, in comparison with their representation in the Ministry workforce.

Conversely, although the non-designated group members make up 25% of the Ministry workforce, they hold 48% of all senior management positions.



JOB SECURITY

Only a small number of this Ministry's unclassified staff are captured in the Workforce Profile Database, so no analysis of the representation of designated groups in the unclassified service has been conducted.

Between June 1989 and May 1992, the designated groups were hired into classified positions at rates comparable to that of the non-designated group.

Persons with disabilities constituted the only designated group that was over-represented among those who left the Ministry between June 1989 and May 1992. The number who left the Ministry equalled the number hired into the Ministry during this time period; as a result, the actual number remained constant and there was a slight decline in the representation of this group in the Ministry workforce. Persons with disabilities represented 2% of the Ministry workforce in May 1992, but represented 4% of those who left the Ministry between June 1989 and May 1992.

# MINISTRY OF INDUSTRY, TRADE AND TECHNOLOGY

(including The Ontario Development Corporation)

The Ministry of Industry, Trade and Technology supports the growth of productive, stable employment by expanding domestic and international trade, encouraging investment opportunities, strengthening the competitiveness of Ontario's industrial base and assisting small business development.

It is a medium-sized Ministry with offices in Toronto, the United States and 16 other international locations. The majority of employees (82%) are located in Toronto.

The Ontario Development Corporation is an agency of the Ministry and has approximately 200 employees. It is responsible for providing advisory services and financial assistance to business in order to stimulate growth and economic development.

## SURVEY RATE

The Ministry of Industry, Trade and Technology has surveyed 97% of its 782 employees. This is a significant increase since June 1989, when the Ministry had surveyed only 65% of its workforce.

The Ministry has also surveyed 91% of the 100 employees hired between April 1991 and May 1992.

## REPRESENTATION OF THE DESIGNATED GROUPS

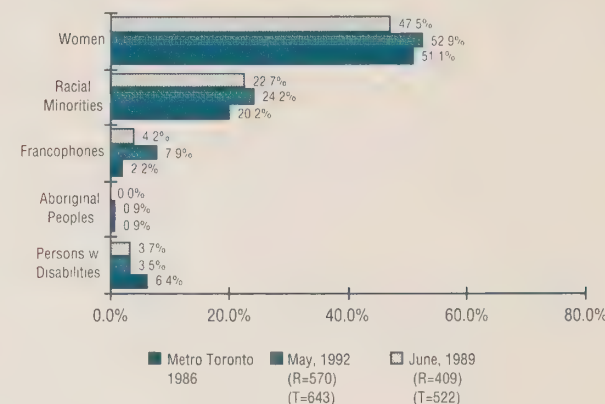
As Graph 1 shows, the Ministry has used the opportunities to hire between June 1989 and May 1992 to bring Aboriginal peoples into the workforce. Although none of the employees in the Ministry in June 1989 reported being Aboriginal, this group is now well-represented in the Ministry workforce, in comparison with their representation in the working-age population of Metro Toronto.

The Ministry also used hiring opportunities to increase the representation of all designated groups. While the number of persons with disabilities increased, there was no increase in their proportional representation in the Ministry workforce.

Persons with disabilities remain the only under-represented designated group in the Ministry workforce and among the new hires to the Ministry between June 1989 and May 1992, in relation to the working-age population of the Metro Toronto region.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto

## OCCUPATIONAL DISTRIBUTION

A narrowing of the wage gap between women and the non-designated group occurred between June 1989 and May 1992. This decline is due to the implementation of pay equity and to changes in the distribution of the designated groups within the Ministry. Despite the declining wage gap in the Ministry, designated group members continue to earn significantly less on average than the non-designated group members, reflecting their over-representation in the lower paying jobs in the Ministry.

On average, women with no other designated group status earned 65% of the earnings of the non-designated group in June 1989 and 72% in May 1992. Women with



another designated group status averaged 59% of the earnings of the non-designated group in June 1989 and 66% in May 1992.

Despite an increase in average salary, designated group men have actually experienced a slight decrease in what they earn in comparison with the earnings of the non-designated group – from 91% in June 1989 to 88% in May 1992. This is due to the fact that the non-designated group experienced an increase in average salary greater than that of the designated group men during this period, primarily because of hires and promotions into higher paying positions in the Ministry.

## OCCUPATIONAL SEGREGATION

Of all the Ministry's jobs, 29% are in the Office Administration group, the largest occupational group in the Ministry. A greater proportion of women, however, are employed in this occupational group – 52% of all women, 46% of women with a disability, 52% of Francophone women and 66% of racial minority women.

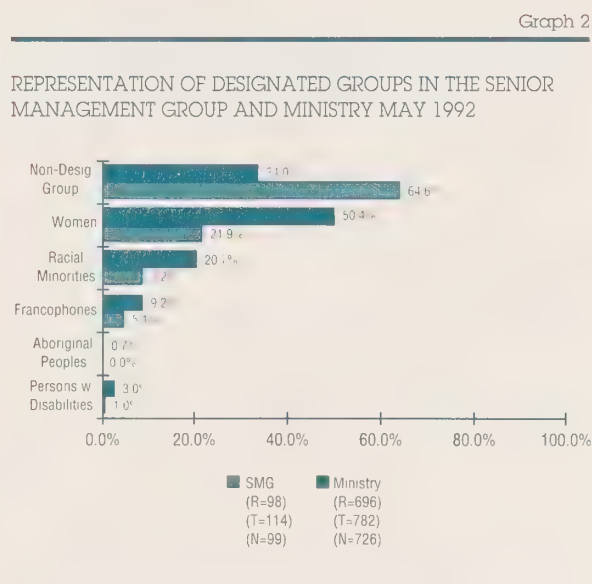
The Ministry's second largest occupational group is the General Administration (Bargaining Unit) group, which comprises 26% of all of the Ministry's positions. This occupational group includes industrial development officers, technical consultants, and information officers. However, a smaller proportion of the designated groups are employed in this occupational group – 12% of all women, 14% of persons with disabilities, 20% of Francophones and 18% of racial minorities.

## ACCESS TO AUTHORITY AND DECISION-MAKING

The disparity between the designated groups and non-designated group is significant in the Senior Management group.

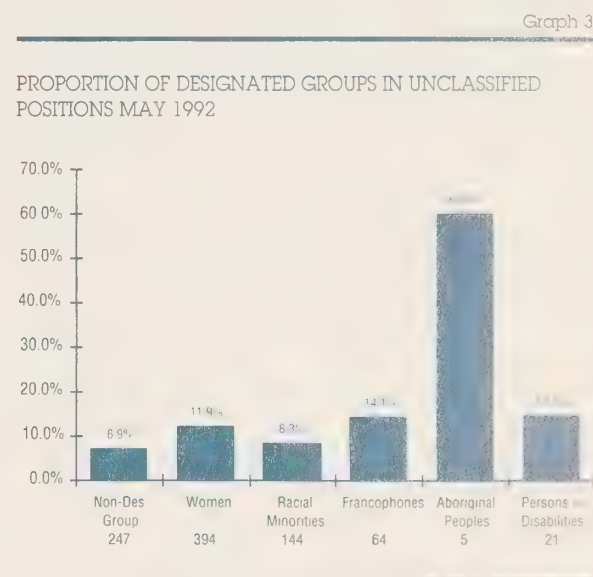
Graph 2 illustrates that all of the designated groups have a disproportionately low share of Senior Management group positions. Conversely, although non-designated group members make up 34% of the Ministry workforce, they hold 65% of all Senior Management group positions.

No one employed in the Senior Management group reported being Aboriginal.



## JOB SECURITY

Graph 3 shows that, compared with the non-designated group, all of the designated groups have a disproportionately high number of employees in unclassified positions in the Ministry. Particularly significant is that the majority of the small number of Aboriginal peoples employed in the Ministry are in the unclassified service.



Among the employees hired between June 1989 and May 1992, those from the designated groups, with the exception of Francophones and racial minorities, were significantly less likely to be hired into the classified service of this Ministry.

Although 69% of all of the non-designated group members were hired into classified positions, only 20% of Aboriginal peoples, 40% of persons with disabilities and 56% of women were hired into the classified service.

The Ministry of Intergovernmental Affairs provides the Government of Ontario with leadership and expertise in its interactions with other jurisdictions in Canada. The Ministry advises the government on the conduct of Ontario's relations with other governments and on major intergovernmental issues, including constitutional matters. It informs the government about intergovernmental events and activities in Canada and serves other ministries by, for example, assisting in their relations with the federal, provincial and territorial governments.

Intergovernmental Affairs is a small Ministry with its head office in Toronto and two regional offices in Ottawa and Quebec City.

## SURVEY RATE

The Ministry of Intergovernmental Affairs has surveyed 84% of its 70 employees. This is a significant improvement from the 60% survey rate in June 1989.

Of the 26 new hires between April 1991 and May 1992, 77% have been surveyed.

## REPRESENTATION OF THE DESIGNATED GROUPS

As illustrated in Graph 1, the Ministry has used hiring opportunities since June 1989 to hire Aboriginal peoples into its workforce. In June 1989, none of the Ministry's employees were Aboriginal.

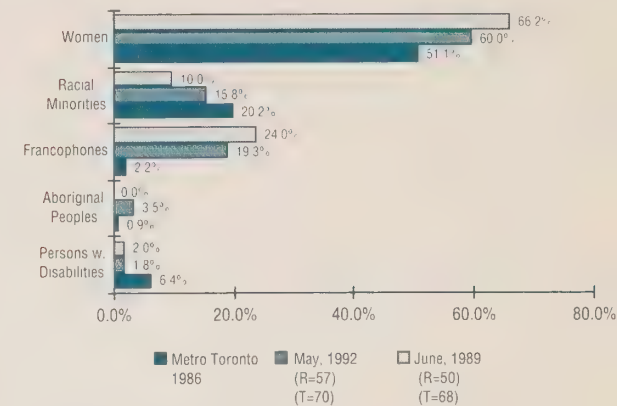
Aboriginal peoples are currently well-represented in the Ministry in relation to their representation in the working-age population of Metro Toronto, where 93% of the Ministry's employees work.

Persons with disabilities remain the only significantly under-represented group in the overall Ministry workforce; they were also under-represented among new hires to the Ministry between June 1989 and May 1992.

However, in Metro Toronto, racial minorities and persons with disabilities are under-represented in the Ministry workforce.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto

## OCCUPATIONAL DISTRIBUTION

The wage gap between designated group men and the non-designated group closed between June 1989 and May 1992, as did the difference in wages between women and the non-designated group. Women with no other designated group status averaged 59% of the earnings of the non-designated group in June 1989 and 76% in May 1992.

The average earnings of women with another designated group status increased slightly from 71% to 73% of the earnings of the non-designated group.

During this period, women with no other designated group status were hired into higher paying positions, resulting in a significant increase in their average salary. The same was not true for women with another designated group status. The decline in the wage gap during this period was also influenced by the implementation of pay equity.

### OCCUPATIONAL SEGREGATION

Occupational segregation in this Ministry is limited. However, women tend to be over-represented in the Office Administration occupational group. Although only 17% of all Ministry employees are in this occupational group, 26% of all women are employed in this area.

The largest occupational group in the Ministry, Economics and Statistics, employs 27% of the Ministry's workforce. However, all designated groups are under-represented in this group; for example, it employs no Aboriginals and only 9% of the Francophones.

### ACCESS TO AUTHORITY AND DECISION-MAKING

As Graph 2 illustrates, the designated groups, with the exception of Francophones, hold a disproportionately smaller share of the senior management positions, in comparison with their representation in the Ministry workforce.

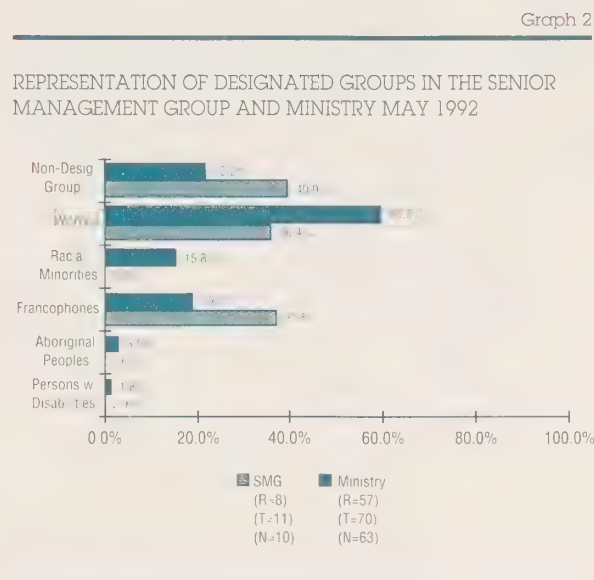
None of the employees in the Senior Management group reported being Aboriginal, a racial minority or having a disability. Women are under-represented in senior management in comparison with their representation in the Ministry.

Conversely, although non-designated group members make up 22% of the Ministry workforce, they hold 40% of all senior management positions.

### JOB SECURITY

Only a small proportion of the Ministry workforce are in the unclassified service, and designated groups do not experience significant over-representation in comparison with the non-designated group.

Between June 1989 and May 1992, Francophones and women were over-represented among those who left the Ministry. Of these employees, 32% were Francophones and 57% were women.





The Ministry of Labour's purpose is to advance safe, fair and harmonious workplace practices, which are essential to the social and economic well-being of the people of Ontario. The Ministry promotes sound industrial relations, safe and healthy working conditions, and fair and equitable conditions of employment.

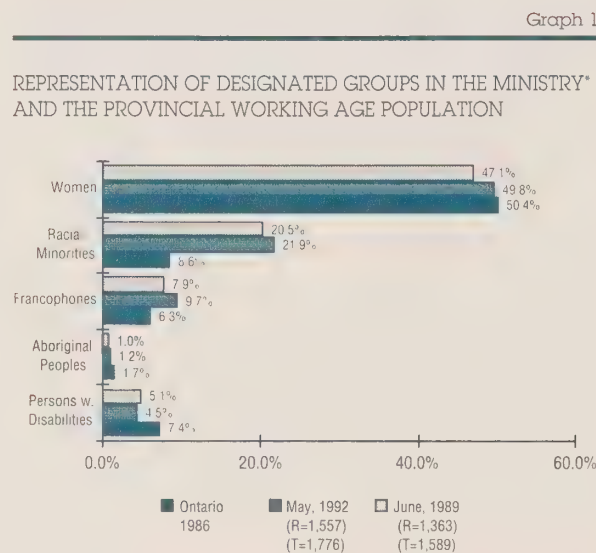
The Ministry of Labour is decentralized. Approximately 64% of the Ministry's workforce are located in Metro Toronto, another 15% are in the Central region, and the remaining employees are in the other regions. The Ministry has been restructuring to decentralize and streamline its field operations.

## SURVEY RATE

The Ministry of Labour has surveyed almost 96% of its 1,776 employees. This is a significant improvement from June 1989 when the Ministry had surveyed 82% of its workforce. The Ministry surveyed only 80% of the 141 employees hired between April 1991 and May 1992.

## REPRESENTATION OF THE DESIGNATED GROUPS

Graph 1 illustrates that the representation of all of the designated groups, with the exception of persons with disabilities, has increased since June 1989. Compared with the working-age population of Ontario, Francophones, racial minorities, and women are well-represented in the Ministry. Despite a slight increase in representation, Aboriginal peoples remain under-represented in the Ministry workforce.



\* Ministry workforce in Ontario

The representation of persons with disabilities declined during this period, reflecting the under-representation of this group among new hires to the Ministry between June 1989 and May 1992.

Despite an increase in the actual number of persons with disabilities in the Ministry, this was insufficient to increase their representation.

## OCCUPATIONAL DISTRIBUTION

There was a slight decrease in the wage gap for women between June 1989 and May 1992. This decline is due to changes in the distribution of women throughout occupations in the Ministry and to the implementation of pay equity. However, despite the declining wage gap in this Ministry, all women continue to be over-represented in the lower paying occupations.

On average, women with no other designated group status earned 79% of the earnings of the non-designated group in June 1989 and 83% in May 1992. Women with another designated group status experienced similar increases in their average salary, from 67% in June 1989 to 71% in May 1992.

Designated group men have experienced a slight increase in the wage gap with the non-designated group. On average, designated group men earned 97% of what the non-designated group member earned in June 1989 and 96% in May 1992.

OCCUPATIONAL SEGREGATION

The wage gap for women in this Ministry reflects their over-representation in the lower paying jobs, particularly clerical positions. Only 25% of all of the jobs in this Ministry are in the Office Administration group, yet 45% of all women are employed in these positions. Women with another designated group status experienced greater concentration in this occupational group – 75% of all Aboriginal women, 47% of women with disabilities, 47% of Francophone women and 61% of all racial minority women.

The Investigations group in the Bargaining Unit is one of the larger occupational groups in the Ministry. Gains have been made in the representation of women and racial minorities in this occupational group since June 1989. However, while this occupational group accounts for 23% of all jobs in the Ministry, only 11% of all women and 11% of all racial minorities are employed in this group. Conversely, a greater proportion of the Francophones in the Ministry are employed in these positions (34%).

ACCESS TO AUTHORITY AND DECISION-MAKING

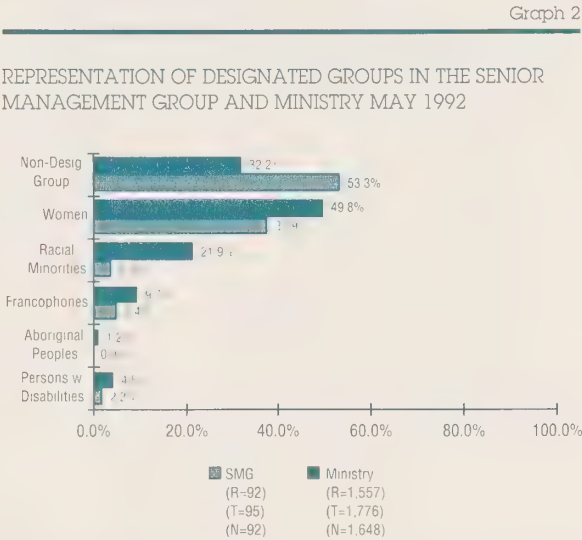
The disparity between the designated and non-designated groups is significant in the Senior Management group.

Graph 2 shows that all of the designated groups have a disproportionately low share of Senior Management group

positions. None of the employees in senior management self-identified as being Aboriginal.

Conversely, the non-designated group members represent 32% of the Ministry workforce, yet hold 53% of the senior management positions.

Gains have been made in the representation of women in the Senior Management group level-2 positions. They held 26% of these positions in June 1989 and 47% in May 1992.



JOB SECURITY

Only a small number of the unclassified employees in the Ministry are tracked by the Workforce Profile Database. Therefore, no conclusions can be drawn about the representation of designated groups in unclassified positions.

With regard to the new hires between June 1989 and May 1992, all of the designated groups, with the exception of persons with disabilities, were well-represented among those hired into the classified service compared with their representation in the working-age population of the province.

Aboriginal peoples and persons with disabilities represented a greater proportion of those who left the Ministry between June 1989 and May 1992. The actual number of persons with disabilities hired during this period was only slightly higher than the number who left. However, Aboriginal peoples were well-represented among new hires to the Ministry so there was an increase in numbers as well as representation.

The Ministry of Municipal Affairs provides leadership in the development of communities and municipalities that meet the needs of the residents of Ontario. The Ministry is responsible for local government and land-use planning in the province, and ensures that municipalities have the legislative authority and other capacities to manage and respond to local needs. The Ministry also offers educational, advisory and financial assistance to Ontario's 832 municipalities.

The Ministry is centralized with regional offices across the province.

## SURVEY RATE

The Ministry of Municipal Affairs has surveyed 98% of its 422 employees. This is an improvement over the survey rate of 91% in June 1989.

Despite the significant increase in the overall survey rate of the Ministry, only 81% of the 21 employees hired since April 1991 have been surveyed.

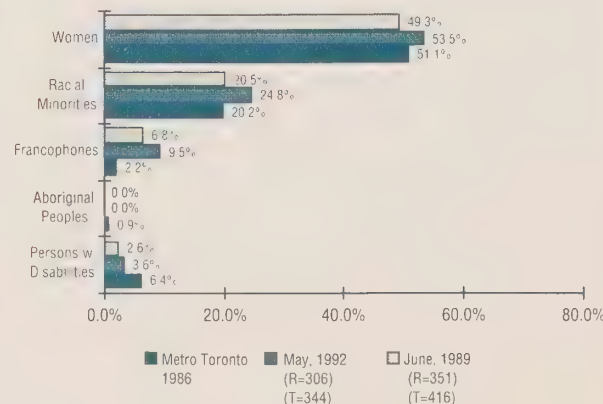
## REPRESENTATION OF THE DESIGNATED GROUPS

Racial minorities, Francophones and women are well-represented in the Ministry workforce in comparison with their representation in the working-age population of the province. Persons with disabilities are significantly under-represented in the Ministry workforce, despite an increase in representation since June 1989. Aboriginal peoples repre-

sented 0.3% of the Ministry's workforce in June 1989, but none of the employees in May 1992 self-identified as Aboriginal.

Of this Ministry's employees, 82% are located in Metro Toronto. As Graph 1 indicates, the designated groups, with the exception of Aboriginal peoples and persons with disabilities, are well-represented in the Ministry workforce in Metro Toronto in comparison with their representation in the working-age population of the region. The representation of all designated groups, with the exception of Aboriginal peoples, increased between June 1989 and May 1992, despite a decrease in the Ministry workforce in Metro Toronto during this period.

Graph 1  
REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto

The Ministry used the hiring opportunities between June 1989 and May 1992 to increase the representation of the designated groups, with the exception of Aboriginal peoples, in its workforce. No Aboriginal peoples were hired during this period.

Persons with disabilities were significantly under-represented among new hires to the Ministry, in comparison with their representation in the working-age population of the province.

## OCCUPATIONAL DISTRIBUTION

There was a narrowing of the wage gap for women in this Ministry between June 1989 and May 1992. On average, women with another designated group status earned 59% of the earnings of the non-designated group in June 1989 and 65% in May 1992. Women with no other designated group status averaged 74% of the earnings of the non-designated group in June 1989 and 79% in May 1992.

The decrease in the wage gap is due to the implementation of pay equity during this period and to changes in the occupational distribution of women in the Ministry. Despite this improvement, women, particularly those with another designated group status, continue to be over-represented in the lower paying positions in the Ministry.

There was a widening of the wage gap for designated group men between June 1989 and May 1992. They earned 88% of the earnings of the non-designated group in June 1989, but earned 82% in May 1992. Designated group men in this Ministry also experience some over-representation in



the lower paying positions in the Ministry in comparison with the non-designated group.

## OCCUPATIONAL SEGREGATION

Occupational segregation in the Ministry is limited.

Of all positions in the Ministry, 26% are found in the Office Administration group; 45% of all women, 71% of all racial minority women, 64% of Francophone women and 57% of women with disabilities are employed in these positions.

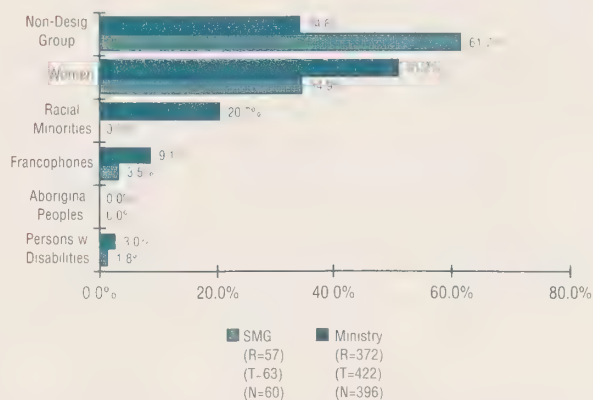
The designated groups, with the exception of women, tend to be under-represented in the Resources Planning and Management occupational group. Eleven per cent (11%) of all Ministry employees are employed in this occupational group. However, of all employees in this occupational group who identified their designated group status, there were no Aboriginal peoples or persons with disabilities. A smaller proportion of racial minorities, women and Francophones are employed in this occupational group in comparison with their overall Ministry representation.

## ACCESS TO AUTHORITY AND DECISION-MAKING

As Graph 2 indicates, all designated groups hold a significantly smaller proportion of the positions in the Senior Management group in comparison with their representation in the Ministry. Of all of the employees in senior management who identified their designated group status, there were no Aboriginal peoples or racial minorities.

Conversely, the non-designated group hold a greater proportion of senior management positions. Although non-designated group members make up 35% of the Ministry workforce, they hold 62% of the senior management positions.

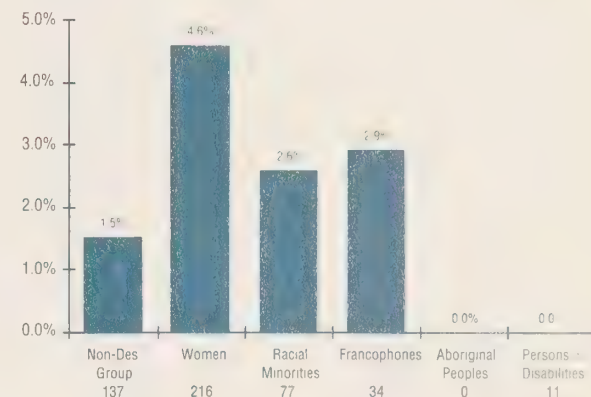
Graph 2  
REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992



## JOB SECURITY

As Graph 3 indicates, a greater proportion of Francophones, racial minorities, and women are employed in unclassified positions in the Ministry in comparison with the non-designated group.

Graph 3  
PROPORTION OF DESIGNATED GROUPS IN UNCLASSIFIED POSITIONS MAY 1992



Between June 1989 and May 1992, racial minorities and women were hired into classified positions at a rate slightly lower than that of the non-designated group, continuing their over-representation in the unclassified service.

The designated groups were not significantly over-represented among those who left the Ministry between June 1989 and May 1992.

The Ministry of Natural Resources is concerned with the wise management of Ontario's physical and natural resources for the economic and social benefit of the people of Ontario. This includes the management of Crown lands, waters, forests, parks, fish, wildlife, fuel and industrial minerals. The Ministry is regionally based, with the majority of staff located outside Metropolitan Toronto. The Ministry is currently being reorganized, and will move to Peterborough and Haileybury.

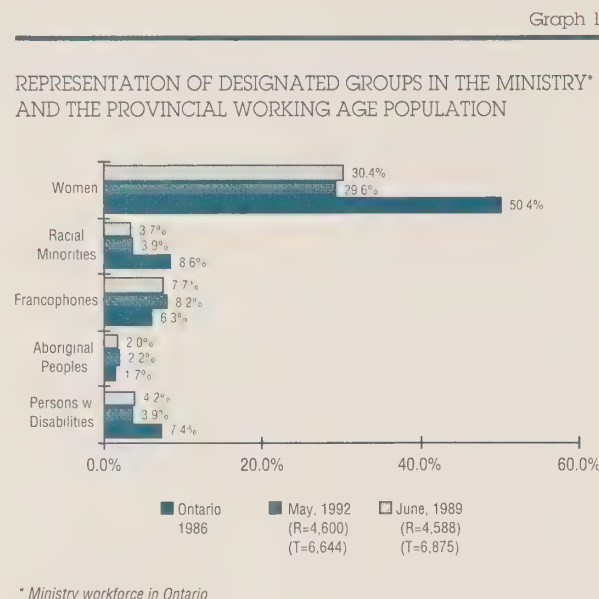
## SURVEY RATE

The Ministry of Natural Resources has surveyed 82% of its 6,644 employees. This is an increase from 69% in June 1989.

Of the 551 employees hired between April 1991 and May 1992, however, only 29% have been surveyed. A large number of those hired during this period were seasonal employees hired for the summer months. Only 21% of the 341 seasonal employees hired during this period have been surveyed.

## REPRESENTATION OF THE DESIGNATED GROUPS

As shown in Graph 1, Aboriginal peoples and Francophones are well-represented in this Ministry. Between June 1989 and May 1992, slight increases in representation were noted for these two groups as well as for racial minorities.



On the other hand, persons with disabilities and women have experienced slight decreases in representation and actual numbers since June 1989. These groups, as well as racial minorities, remain under-represented in this Ministry.

This Ministry is dispersed throughout all regions of Ontario although approximately 54% of its employees are

employed in Northern Ontario (32% in the Northeastern region and 22% in the Northwestern region).

In the Northeastern region, racial minorities are well-represented in the Ministry workforce in comparison with the working-age population of the region, but all other designated groups remain significantly under-represented.

Racial minorities and Francophones are well-represented in the Northwestern region of the province, whereas other designated groups are significantly under-represented. Most significantly, Aboriginal peoples represent 4% of the Ministry workforce, yet make up 9% of the working-age population of the Northwestern region.

## OCCUPATIONAL DISTRIBUTION

The implementation of pay equity and changes in occupational distribution resulted in some gains for women in the Ministry. On average, women with another designated group status earned 78% of the average non-designated group salary in May 1992 and 74% in June 1989. Women with no other designated group status earned 81% of the average non-designated group salary in May 1992 and 76% in June 1989.

Designated group men earned 95% of the earnings of the non-designated group during this period.

## OCCUPATIONAL SEGREGATION

Of the Ministry's workforce, 68% are employed in four occupational groups: Resources Support, Office Administration, Resource Technician, and Resource Planning and Management.

The Resources Support group make up 37% of the Ministry's workforce, but only 7% of racial minorities, all of whom are men, and 14% of women in the Ministry are employed in this occupational group.

Conversely, Aboriginal men (64%) and Francophone men (52%) are over-represented in the Resources Support group.

Seven per cent (7%) of the Ministry workforce are employed in the Resource Technician occupational group. However, only 0.2% of all women in the Ministry are employed in this area. None of these women self-identified as having another designated group status. Similarly, only 2% of all racial minority men in the Ministry are employed in this occupational group.

Women, particularly racial minority women, tend to be under-represented in the Resource Planning and Management group. Whereas 7% of the Ministry's workforce are employed in this occupational group, only 5% of women in the Ministry are in this occupation. Among those who self-identified, there were no racial minority women.

On the other hand, the Office Administration group make up only 18% of the Ministry's employees, yet 55% of the women, 76% of Aboriginal women, 70% of women with disabilities, 64% of racial minority women and 75% of Francophone women are employed in these positions.

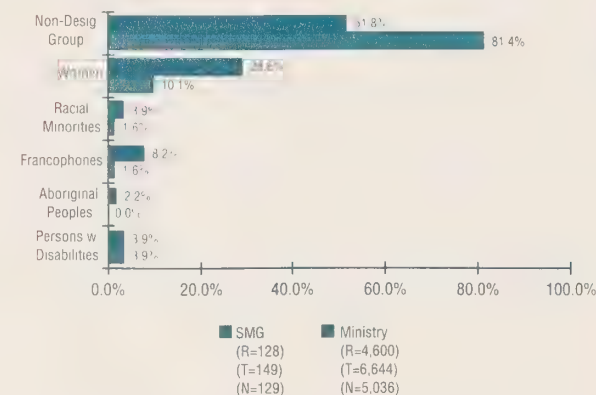
## ACCESS TO AUTHORITY AND DECISION-MAKING

As shown in Graph 2 persons with disabilities are well-represented in the Senior Management group of the Ministry in comparison with their overall Ministry representation, although they remain under-represented in the Ministry workforce relative to the working-age population of Ontario.

All other designated groups, however, are under-represented in the Senior Management group in comparison with their overall Ministry representation. Among those who self-identified, there were no Aboriginal peoples and no women with another designated group status.

Conversely, non-designated group members hold a proportionately greater share of the senior management positions. They represent 81% of those in senior management, but make up only 52% of the entire Ministry workforce.

Graph 2  
REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992

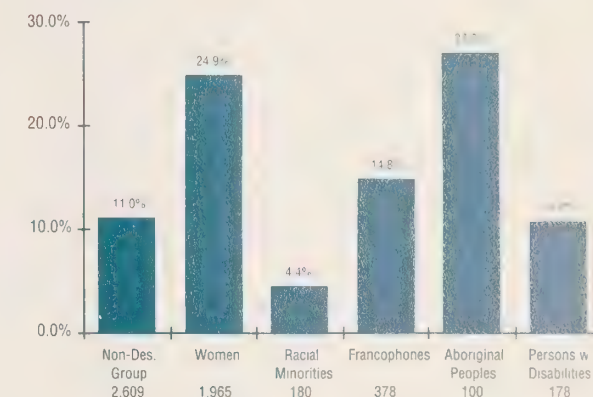


## JOB SECURITY

As Graph 3 shows, a greater proportion of those from designated groups, with the exception of racial minorities, are employed in unclassified positions in the Ministry in

comparison with the non-designated group. Eighty-seven per cent (87%) of this Ministry's unclassified positions are seasonal.

Graph 3  
PROPORTION OF DESIGNATED GROUPS IN UNCLASSIFIED POSITIONS MAY 1992



Between July 1989 and May 1992, 74% of Aboriginal peoples, 61% of persons with disabilities and 71% of women employed were hired into the unclassified service compared with 45% of the non-designated group, thereby continuing the over-representation of these groups in the unclassified service of the Ministry. The large proportion of designated group members in unclassified positions contributed to their over-representation among those who left the Ministry between June 1989 and May 1992, offsetting gains made through new hires.



This Ministry's mandate is to promote, advocate and support the economic and social well-being of Northern Ontario residents and to generate new wealth and benefits for residents of Ontario by stimulating environmentally and economically sustainable use of the province's mineral resources.

The Ministry recently relocated its head office from Toronto to Sudbury and approximately 50% of its employees are now located in Sudbury. The Ministry also has an extensive regional operation with local offices in communities throughout Northern and Southern Ontario. Of the Ministry's employees, 77% are in Northern Ontario.

## SURVEY RATE

The Ministry of Northern Development and Mines has surveyed almost 91% of its 598 employees. This is a significant increase in the survey rate since June 1989, when the Ministry had surveyed only 68% of its workforce.

Despite the significant increase in the overall survey rate, the Ministry has surveyed only 62% of the 66 employees hired between April 1991 and May 1992.

## REPRESENTATION OF THE DESIGNATED GROUPS

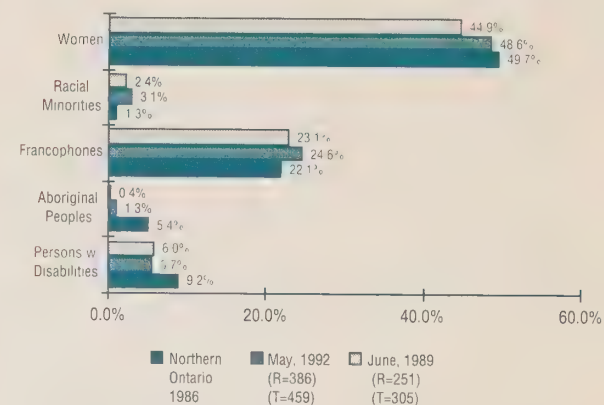
With the exception of racial minorities, the representation of the designated groups in the Ministry workforce has increased since June 1989. Francophones are fairly well-represented compared to their representation in the working-age population of Ontario.

The decrease in the representation of racial minorities in the Ministry workforce overall, from 11% in June 1989 to 6% in May 1992, is due primarily to the relocation from Toronto to Sudbury and the decision of many racial minorities not to relocate.

The Ministry has been able to use the hiring opportunities created by the relocation to increase the representation of the designated groups, with the exception of persons with disabilities, in the Ministry workforce in this region.

As shown in Graph 1, racial minorities, Francophones and women are fairly well-represented in the Ministry workforce in the Northern region in comparison with their representation in the working-age population of the region. The representation of Francophones, racial minorities, women and Aboriginal peoples in the Ministry workforce in this region has increased since June 1989. The representation of persons with disabilities decreased slightly during the same period, while the actual number remained constant.

Graph 1  
REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE NORTHERN ONTARIO WORKING AGE POPULATION



\* Ministry workforce in Northern Ontario

Compared with the working-age population of the Northern region of Ontario, Aboriginal peoples and persons with disabilities remain the only significantly under-represented designated groups in the Ministry workforce in this region.

## OCCUPATIONAL DISTRIBUTION

A decrease in the wage gap occurred for all of the designated groups between June 1989 and May 1992. This improvement is due to the implementation of pay equity and to changes in the distribution of the designated groups within the Ministry. Despite the declining wage gap in the

Ministry, designated group members continue to earn less on average than the non-designated group, reflecting their continued over-representation in the lower paying jobs in the Ministry.

On average, women with no other designated group status earned 69% of the earnings of the non-designated group in May 1992, up from 65% in June 1989. Women with another designated group status averaged 66% of the earnings of the non-designated group in May 1992, up from 63% in June 1989.

Designated group men experienced a smaller increase in their average salary in relation to that of the non-designated group – from 88% in June 1989 to 89% in May 1992.

## OCCUPATIONAL SEGREGATION

Occupational segregation is limited in this Ministry. Of all of the Ministry's jobs, 29% are in the Office Administration group, the largest occupational group in the Ministry. However, 59% of all women, 75% of all Aboriginal women, 67% of all women with a disability, 65% of all Francophone women and 54% of racial minority women are employed in these positions.

Of the Ministry's staff, 10% are employed in the Resource Planning and Management occupational group in the Bargaining Unit (this group includes geologists and

geoscientists). A similar percentage of racial minorities are employed in this group. Persons with disabilities, Francophones and women are under-represented and none of the employees in this occupational group self-identified as Aboriginal.

Six percent (6%) of the Ministry's staff are employed in the Resource Planning and Management occupational group in the Management Compensation Plan. Persons with disabilities and racial minorities are well-represented. Francophones are under-represented in this group and there are no women or aboriginal peoples in these positions.

## ACCESS TO AUTHORITY AND DECISION-MAKING

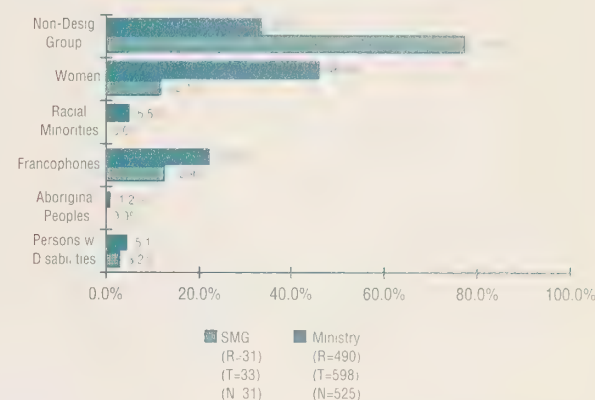
The disparity between the designated and non-designated groups is most significant when looking at the Senior Management group.

Graph 2 shows that all of the designated groups have a disproportionately low share of Senior Management group positions. In senior management in the Ministry, no one self-identified as Aboriginal or racial minority.

Conversely, although the non-designated group members represent 34% of the Ministry workforce, they hold 77% of the senior management positions.

Graph 2

REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992



## JOB SECURITY

With the exception of women, the designated groups are employed in unclassified positions at about the same rate as non-designated group members.

The Ministry of Revenue administers the major taxing statutes of Ontario. Responsibilities include conducting property assessments to provide the tax base for Ontario municipalities; directing the Ontario Tax Credit Program, the Guaranteed Annual Income System (GAINS), the Ontario Property Program and the Small Business Development Corporations Program; and operating the Province of Ontario Saving Office. The Ministry also administers the Employee Share Ownership Plan and the Ontario Home Ownership Savings Plan. Revenue is a regionally based Ministry; one-half of its staff are located at head office in Oshawa.

## SURVEY RATE

The Ministry of Revenue has surveyed 97% of its 3,959 employees. This is an improvement over the survey rate of June 1989, which was 92%.

However, only 75% of the 79 employees hired between April 1991 and May 1992 have been surveyed.

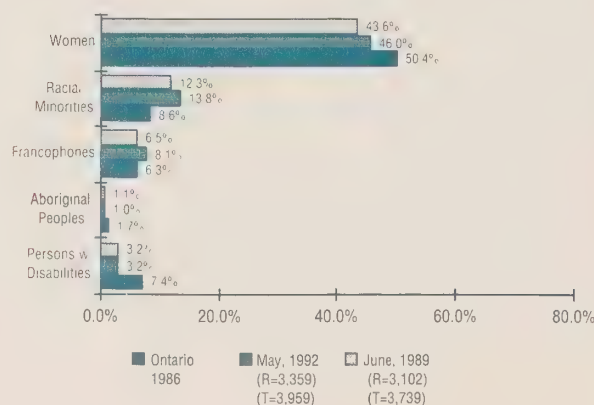
## REPRESENTATION OF THE DESIGNATED GROUPS

As Graph 1 shows, racial minorities and Francophones are well-represented in the Ministry workforce in relation to the working-age population of Ontario. Aboriginal peoples, persons with disabilities and women, however, are under-represented in this Ministry.

The representation of Francophones, racial minorities, and women increased between June 1989 and May 1992. However, the representation of Aboriginal peoples declined, while the representation of persons with disabilities remained unchanged.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE PROVINCIAL WORKING AGE POPULATION



\* Ministry workforce in Ontario

The Ministry used the opportunities to hire between June 1989 and May 1992 to increase the actual number of all designated groups in its workforce. Although the actual number of persons with disabilities and Aboriginal peoples in the Ministry increased slightly during this period, the Ministry workforce increased at a greater rate. This has resulted in no change in the proportional representation of persons with disabilities and a slight decline in the representation of Aboriginal peoples since June 1989.

Both Aboriginal peoples and persons with disabilities were significantly under-represented among new hires to the Ministry between June 1989 and May 1992. These groups were not over-represented among those who left the Ministry during this period.

Women were well-represented among new hires to the Ministry, but they were over-represented among those who left.

## OCCUPATIONAL DISTRIBUTION

There was a slight decrease in the difference between the average salary of the non-designated group and the designated groups between June 1989 and May 1992. The decrease in the wage gap is due to the implementation of pay equity during this period and to changes in the occupational distribution of women in the Ministry. Despite this improvement, however, women continue to be over-represented in the lower paying occupations in the Ministry.

On average, both women with another designated group status and women with no other designated group status earned 69% of the earnings of the non-designated group in June 1989 and 76% in May 1992.



On average, designated group men earn the same as the non-designated group.

## OCCUPATIONAL SEGREGATION

As the wage gap indicates, women are over-represented in the lower paying positions of the Ministry, particularly in clerical positions. Whereas 36% of all employees in the Ministry are employed in the Office Administration occupational group, 68% of all women hold these positions. The over-representation is even more significant for women with another designated group status; 81% of Francophone women, 72% of women with disabilities, 67% of Aboriginal women and 62% of racial minority women in the Ministry are employed in the Office Administration group.

Of the Ministry employees, 25% are in the Property Assessment group. Designated group men, with the exception of racial minority men, tend to be over-represented in this occupational group, while women are under-represented. Forty-seven per cent (47%) of Aboriginal men, 46% of men with disabilities and 42% of Francophone men are employed in the Property Assessment group. However, only 15% of racial minority men and 7% of women are employed in this occupational group. Women with another designated group status experience greater under-representation in this occupational group.

Racial minority men are over-represented in the Financial group Bargaining Unit positions. Only 10% of the Ministry workforce are employed in these positions, yet it employs 41% of all racial minority men.

## ACCESS TO AUTHORITY AND DECISION-MAKING

As Graph 2 indicates, all designated groups hold a significantly smaller proportion of positions in the Senior Management group. Among those employees in senior management, none self-identified as Aboriginal.

Conversely, the non-designated group hold a significantly greater proportion of senior management positions. Although the non-designated group make up 36% of the overall Ministry workforce, they hold 74% of all senior management positions.

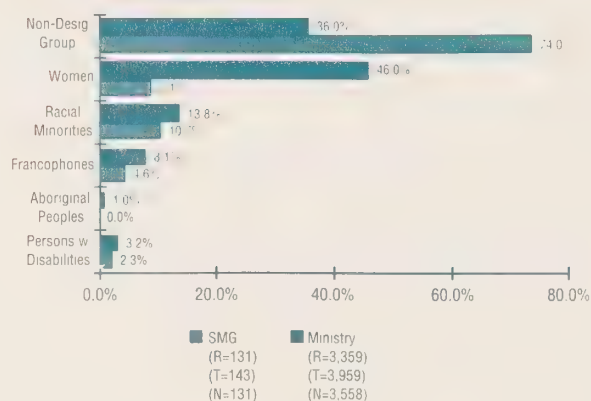
## JOB SECURITY

Due to the small number of unclassified staff employed in the Ministry, no analysis of the representation of designated groups in the unclassified service has been conducted.

Women were less likely to be hired in classified positions during the period June 1989 to May 1992. Of the women hired, 49% were hired in classified positions in comparison with 95% of the non-designated group. They were also over-represented among those who left the Ministry during this period. Although they represent 46% of the Ministry's workforce, they represented 58% of those who left.

Graph 2

REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992



The Ministry of Skills Development supports and promotes workplace training in Ontario. The Ministry creates and supports models and opportunities for occupational training for employed workers. It also administers Ontario's apprenticeship program; facilitates women's entry into non-traditional occupations; and develops partnerships with business and labour to stimulate training activity in the workplace. It negotiates training agreements with the federal government and supports community based projects. The Ministry also provides advocacy and information and facilitates access to training opportunities for youths.

The Ministry is regionalized with 27 offices province-wide; however, the majority of staff are in Toronto.

Over the next year, a major initiative will be developed to integrate the Ministry of Skills Development into the structure of the Ontario Training and Adjustment Board (OTAB). This report relates to the Ministry, the OTAB and the Jobs Ontario Training Fund (JOTF) projects. These are both temporary projects and employees are either on secondment from other ministries and agencies or unclassified employees hired on a short-term contract.

## SURVEY RATE

Of the 446 employees in this Ministry, 91% have been surveyed to date. This is an improvement over the survey rate of 83% in June 1989. Between April 1991 and May 1992, however, only 74% of the 54 new hires were surveyed. The majority of new hires were unclassified employees and included those hired for temporary contract work with the OTAB and JOTF projects.

## REPRESENTATION OF THE DESIGNATED GROUPS

The Ministry workforce decreased by 27% between June 1989 and May 1992. The decline was due primarily to downsizing and the transfer of positions to other ministries. The decrease in the size of the Ministry workforce, however, did not adversely affect the representation of designated groups. Except for persons with disabilities, all designated groups experienced slight increases in representation during this period, despite a decline in actual numbers.

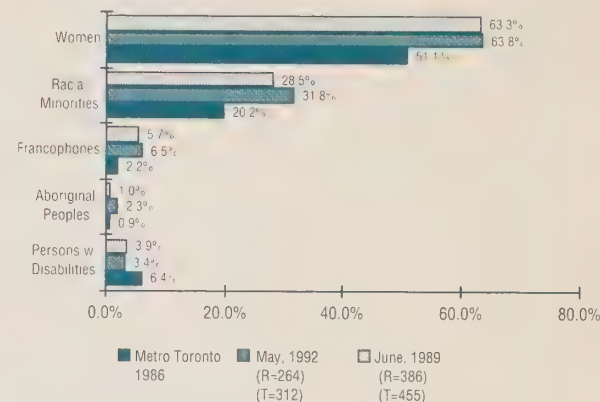
All designated groups, with the exception of persons with disabilities, are well-represented in the Ministry in comparison with the provincial working-age population. Persons with disabilities make up 4% of the Ministry workforce, compared with 7% of the Ontario population.

As shown in Graph 1, 70% of the Ministry's workforce are employed in Metro Toronto; the remainder are distrib-

uted almost evenly over the other regions. The designated groups, with the exception of persons with disabilities, are well-represented in the Metro Toronto region in comparison with their representation in the working-age population of Toronto.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto

## OCCUPATIONAL DISTRIBUTION

Progress has been made in narrowing the wage gap for designated group members since 1989. The decrease in the wage gap for women is attributed to pay equity and to changes in the distribution of women throughout the

Ministry hierarchy. Despite the progress made, the designated groups continue to experience some over-representation in the lower paying occupational groups in the Ministry.

On average, designated group men earn 95% of the earnings of the non-designated group. This is an increase from 90% in June 1989. On average, women with no other designated group status earn 85% of the earnings of the non-designated group, up from 80% in June 1989. Women with another designated group status averaged 64% of the earnings of the non-designated group in June 1989 and 71% in May 1992.

OCCUPATIONAL SEGREGATION

Women in this Ministry tend to be significantly over-represented in clerical occupations. Whereas 36% of the Ministry's jobs are in the Office Administration group, 56% of all women are employed in this category. The proportion increases for women with another designated group status – 64% of Francophone women, 81% of racial minority women and 60% of Aboriginal women.

ACCESS TO AUTHORITY AND DECISION-MAKING

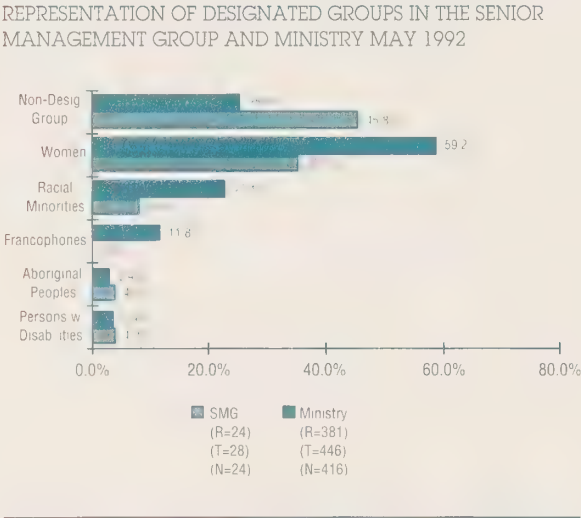
Graph 2 shows that all designated groups, with the exception of persons with disabilities and Aboriginal peoples, are under-represented in the Senior Management group in relation to their representation in the Ministry. This is especially significant for racial minorities, who make up

23% of the Ministry's workforce but hold only 8% of the senior management positions. Of the employees who self-identified as being Francophone, none held positions in senior management.

None of the women in senior management positions self-identified as having another designated group status.

Conversely, although non-designated group members make up 26% of the Ministry's workforce, they hold 46% of the senior management positions in the Ministry.

Graph 2



JOB SECURITY

Only 10% of the Ministry's workforce are employed in unclassified positions. Women are the only designated group that are over-represented in the unclassified service (14%) of the Ministry in comparison to 4% of all non-designated group members.

With the exception of persons with disabilities, all designated group members are well-represented among new hires into classified positions between June 1989 and May 1992.



# MINISTRY OF SOLICITOR GENERAL

(including the Ontario Provincial Police)

The Ministry of the Solicitor General is responsible for overseeing law enforcement and public safety and security in Ontario. Although 86% of the Ministry's staff work for the Ontario Provincial Police (OPP) throughout the Province, the Ministry also administers smaller units, including the Office of the Fire Marshal, the Chief Coroner's Office, the Centre of Forensic Sciences and Emergency Planning Ontario.

The Ministry is reorganizing, and the OPP head offices and the Ministry's Administrative Division are relocating to Orillia.

## SURVEY RATE

The Ministry of the Solicitor General has surveyed 91% of its 7,544 employees. This is a slight improvement over the survey rate of 90% in June 1989.

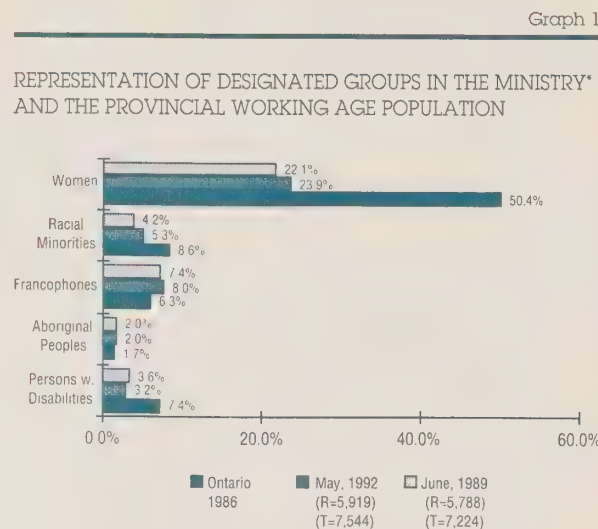
Between April 1991 and May 1992, however, only 37% of the 407 new employees were surveyed, largely because a number of unclassified employees were not surveyed. Of the employees hired during this period, 71% were hired into the unclassified service and only 18% were surveyed.

## REPRESENTATION OF THE DESIGNATED GROUPS

As Graph 1 shows, Aboriginal peoples and Francophones are well-represented in this Ministry in comparison with their representation in the working-age population of Ontario. Persons with disabilities, racial minorities and

women, however, remain significantly under-represented in the Ministry workforce.

Between June 1989 and May 1992, all designated groups, with the exception of persons with disabilities and Aboriginal peoples, experienced slight increases in representation.



The Ministry used its opportunities to hire to increase the representation of the designated groups, with the exception of persons with disabilities and Aboriginal peoples, in its workforce. Persons with disabilities were under-represented among new hires between June 1989 and May 1992, and they left at almost the same rate as they were hired. Therefore, the actual number of persons with disabili-

ties employed in this Ministry declined during this period. The number of Aboriginal peoples increased only slightly, maintaining this group's representation in the workforce.

The Ministry workforce is dispersed throughout all six regions of the province. Women and persons with disabilities are under-represented in the Ministry workforce in all regions of the province. Racial minorities are under-represented in all but the Northwestern region.

Francophones are well-represented in the Ministry workforce overall, but are under-represented in the Ministry workforce in the Northeastern and Eastern regions of the province. Similarly, although Aboriginal peoples are well-represented in the Ministry workforce overall, they are under-represented in all regions except Metro Toronto and the Southwestern region.

## OCCUPATIONAL DISTRIBUTION

Since June 1989, the wage gap has decreased for the designated groups, particularly for women. This improvement is attributed to changes in the occupational distribution of the designated group members, and to the implementation of pay equity during this period. Despite the gains, however, the designated group members continued to earn significantly less on average than the non-designated group members, indicating some over-representation in lower paying occupations, particularly for women.

On average, women with no other designated group status earned 68% of the earnings of the non-designated group in June 1989 and 74% in May 1992. Women with another designated group status averaged 65% in June 1989 and 71% in May 1992.

Designated group men earned 94% of the average earnings of the non-designated group, up from 92% in June 1989.

## OCCUPATIONAL SEGREGATION

With the exception of Francophones, the designated groups are under-represented in the Law Enforcement occupational group in comparison with their representation in the overall Ministry workforce. For example, whereas racial minorities make up 5% of the Ministry's workforce, they make up only 2% of the Law Enforcement occupational group. As well, women make up 24% of the overall Ministry workforce, but represent only 6% of the employees in the Law Enforcement occupational group.

Significant progress was made in the hiring of women and Aboriginal peoples into the Law Enforcement group between June 1989 and May 1992. Of those hired into this occupational group during this period, 26% were women and 5% were Aboriginal peoples.

Women are over-represented in the Office Administration occupational group. Although employees in this group make up only 12% of the Ministry's workforce, 46% of all women and 63% of racial minority women are employed in these positions.

## ACCESS TO AUTHORITY AND DECISION-MAKING

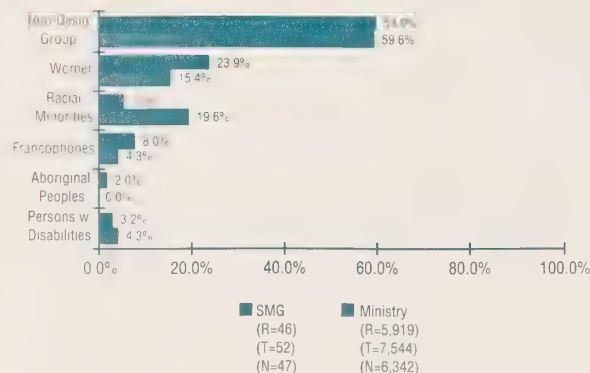
Persons with disabilities and racial minorities are well-represented in the Senior Management group, in comparison with their representation in the Ministry workforce. Persons with disabilities, however, remain under-represented in the Ministry workforce and in senior management

in relation to their representation in the working-age population of Ontario.

Francophones and women are significantly under-represented in senior management. None of the employees in senior management self-identified as Aboriginal, even though Aboriginal peoples are well-represented in the Ministry workforce.

Non-designated group members make up the same proportion of the Senior Management group as they constitute of the Ministry workforce.

Graph 2  
REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992

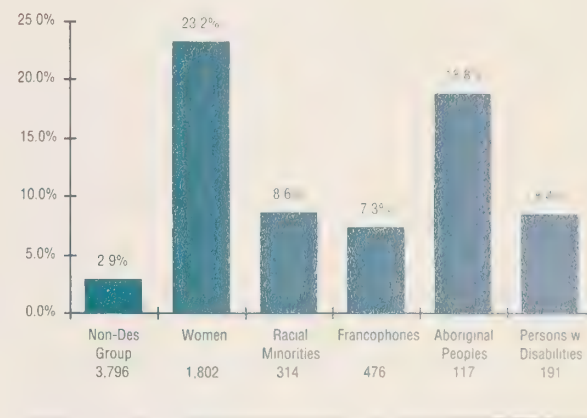


## JOB SECURITY

Graph 3 shows that the designated group members are over-represented in unclassified positions in comparison with the non-designated group. This is most significant for

Aboriginal peoples and women – 19% of the Aboriginal peoples and 23% of the women in the Ministry are employed in the unclassified service of the Ministry, compared with only 3% of the non-designated group.

Graph 3  
PROPORTION OF DESIGNATED GROUPS IN UNCLASSIFIED POSITIONS MAY 1992



Aboriginal peoples and persons with disabilities left at almost the same rate as they were hired. Between July 1989 and May 1992, persons with disabilities were more likely to be hired into the unclassified service. During this period, 54% of persons with disabilities and 23% of the non-designated group were hired into unclassified positions.

Women also tended to be hired disproportionately into unclassified positions; these accounted for 32% of all women hired during the same time period.

# MINISTRY OF TOURISM AND RECREATION

(including the St. Lawrence Parks Commission  
and Ontario Place Corporation)

The Ministry of Tourism and Recreation formulates policy and delivers programs and services to support tourism and recreation development in Ontario. The Ministry is responsible for promoting tourism to the residents of Ontario and other jurisdictions. It supports the efforts of tourist operations, community attractions/events and government-sponsored attractions. The Ministry is also responsible for the provision of recreation resources to municipalities as well as provincial recreation and sport organizations.

A decentralized Ministry, Tourism and Recreation has offices, agencies and attractions located throughout the province.

## SURVEY RATE

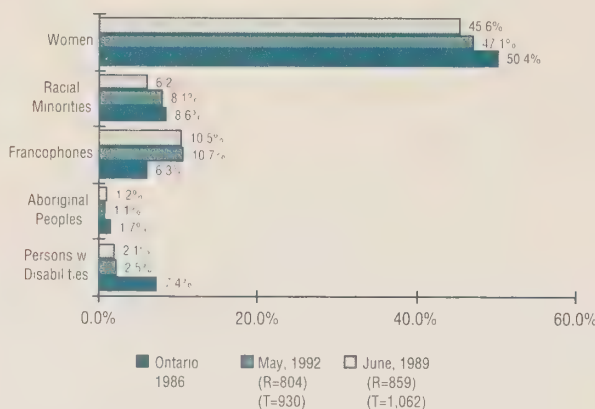
Of the Ministry's 930 employees, 94% have been surveyed to date. This is a significant improvement over the June 1989 survey rate of 79%.

Between April 1991 and May 1992, 82% of the 67 new employees were surveyed.

## REPRESENTATION OF THE DESIGNATED GROUPS

Graph 1 shows that, between June 1989 and May 1992, the Ministry made some progress in increasing the representation of designated groups, with the exception of Aboriginal peoples, despite a decline in the Ministry's workforce. In comparison with their representation in the provincial working-age population, all designated groups, except Francophones, are under-represented.

Graph 1  
REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\*  
AND THE PROVINCIAL WORKING AGE POPULATION



\* Ministry workforce in Ontario

Of the Ministry's workforce, 43% are located in Metro Toronto and 38% in Eastern Ontario.

With the exception of persons with disabilities, the designated groups are well-represented in the Ministry in comparison with the working-age population of Metro Toronto. Whereas persons with disabilities make up 3% of the Ministry's workforce in Metro Toronto, they represent 6% of the working-age population.

In the Eastern region of the province, all designated groups, particularly racial minorities, are under-represented in the Ministry in comparison with the regional working-age population. Racial minorities make up 5% of the regional

working-age population, yet account for only 0.3% of the Ministry's workforce in the region.

## OCCUPATIONAL DISTRIBUTION

Although progress has been made in decreasing the wage gap for all designated groups since June 1989, they continue to experience some over-representation in the lower paying occupational groups in the Ministry. The decrease in the wage gap is attributable to the implementation of pay equity during this period and to changes in the occupational distribution of the designated groups in the Ministry.

Women with another designated group status averaged 83% of the earnings of the non-designated group in May 1992, up from 79% in June 1989. Women with no other designated group status earned, on average, 89% of the earnings of the non-designated group, an increase from June 1989 when they earned 84%.

On average, designated group men earned 89% of the earnings of the non-designated group in June 1989. This increased to 92% in May 1992.

## OCCUPATIONAL SEGREGATION

Of all women in the Ministry of Tourism and Recreation, 38% are employed in the Office Administration occupational group, compared with 20% of all Ministry staff. The proportion increases for women with another designated group status – 65% of racial minority women, 55% of Francophone women, 50% of Aboriginal women and 56% of women with disabilities.

Although 20% of the Ministry's workforce are employed in the Trades and Crafts occupations, only 2% of all

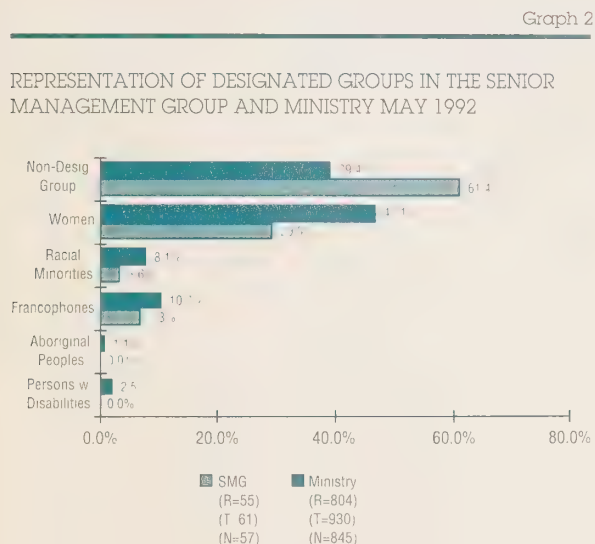


racial minorities and 13% of all women in the Ministry are employed in these positions.

## ACCESS TO AUTHORITY AND DECISION-MAKING

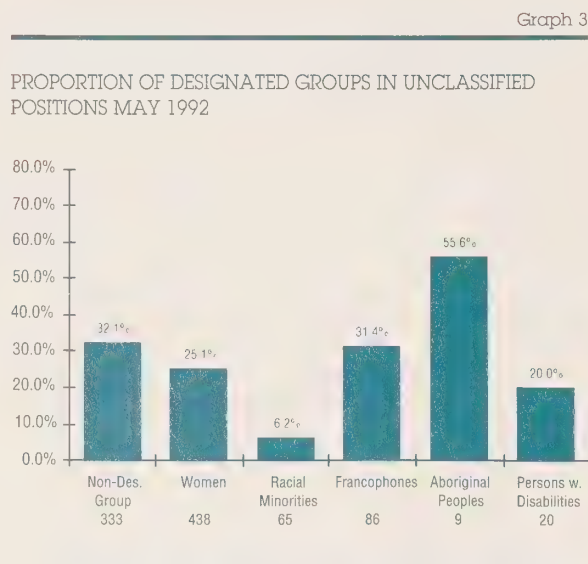
Graph 2 shows that all of the five designated groups are under-represented in the Senior Management group in relation to their overall representation in the Ministry. None of the employees in senior management self-identified as being Aboriginal or as having a disability.

Conversely, although non-designated group members make up 39% of the Ministry's workforce, they hold 61% of the senior management positions.



## JOB SECURITY

Graph 3 shows that, with the exception of Aboriginal peoples, the designated groups are not over-represented in the unclassified service compared with the non-designated group. The majority of the small number of Aboriginal peoples working in the Ministry are employed in unclassified positions. Eighty-nine per cent (89%) of this Ministry's unclassified positions are seasonal.



The Ministry has maintained the equitable representation of the designated groups, with the exception of Aboriginal peoples, in the classified service. The continued hiring of a greater proportion of Aboriginal peoples into the unclassified service, however, continues their over-representation in these positions.

Between June 1989 and May 1992, all the designated groups have been hired into classified positions at rates similar to or higher than that of the non-designated group.

With the exception of Aboriginal peoples, designated group members left the Ministry at rates similar to their representation in the Ministry workforce. Aboriginal peoples, however, represent 1% of the Ministry workforce, yet represented 3% of those who left the Ministry during this period.

The Ministry of Transportation supports the movement of people and goods through a range of services, information systems and programs.

The Ministry plans, designs, builds and maintains Ontario's highways. It is responsible for driver licensing as well as all aspects of motor vehicle licensing and safety. It provides guidance through policy development and technical advice. Financial assistance is given through transit operation subsidies and funding for transportation for people with disabilities. The Ministry also funds and operates municipal and remote airports in Northern Ontario.

This is a large, regional Ministry with two-thirds of its employees located outside Metro Toronto. The Ministry is undergoing reorganization, which includes the establishment of the Ontario Road Safety Corporation. The head office will be relocated from St. Catharines from Toronto.

## SURVEY RATE

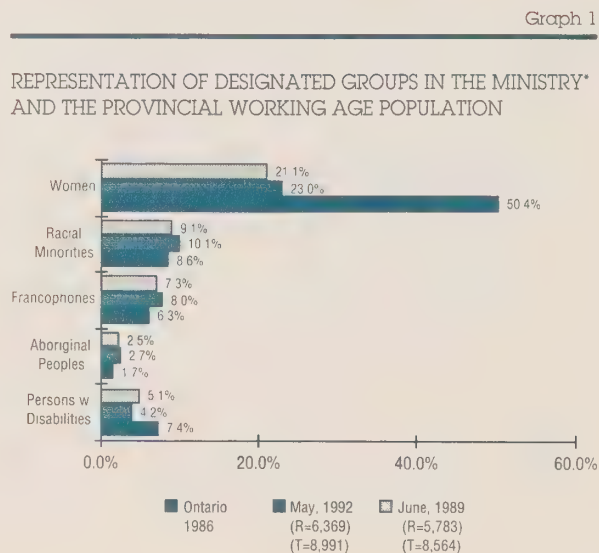
The Ministry of Transportation has surveyed 92% of its 8,991 employees. This is a significant increase from June 1989, when the Ministry had surveyed 87% of its workforce.

However, despite this increase in survey rate, the Ministry surveyed only 62% of its 524 new hires between April 1991 and May 1992.

## REPRESENTATION OF THE DESIGNATED GROUPS

The Ministry of Transportation is decentralized, with 33% of its workforce located in Metro Toronto and the remainder evenly distributed across the other five regions of the province.

As Graph 1 shows, the representation of all designated groups, with the exception of persons with disabilities, has increased slightly since June 1989. Despite this increase, persons with disabilities and women remain significantly under-represented in the Ministry in comparison with their representation in the working-age population of Ontario. It is important to note that, although the representation of women is low in the Ministry, 60% of all Ministry positions are considered non-traditional occupations for women.



The decrease in the representation of persons with disabilities, as shown in Graph 1, has been due to the Ministry's inability to hire and retain members of this designated group. Persons with disabilities were significantly under-represented among new hires to the Ministry between June 1989 and May 1992. Although they represent 7% of the working-age population of Ontario, they represented only 3% of the new hires during this period. Persons with disabilities were also over-represented among those who left the Ministry during the same period; they represented 4% of the Ministry workforce and 7% of those who left.

## OCCUPATIONAL DISTRIBUTION

A decrease in the wage gap occurred for all designated groups between June 1989 and May 1992. This improvement is due to the implementation of pay equity and to changes in the distribution of the designated groups within the Ministry. Despite the declining wage gap in the Ministry, women continue to earn significantly less on average than the non-designated group members, reflecting their continuing over-representation in the lower paying jobs in the Ministry.

On average, women with no other designated group status earned 83% of the earnings of the non-designated group in June 1989 and 88% in May 1992. Women with another designated group status earned, on average, 82% of the earnings of the non-designated group in June 1989 and 87% in May 1992.

The wage gap closed for designated men. Whereas they averaged 98% of the earnings of the non-designated group in June 1989, they earned the same on average in May 1992.

## OCCUPATIONAL SEGREGATION

The wage gap for women in the Ministry reflects their over-representation in the lower paying occupations, specifically in clerical positions. Although only 16% of all of the Ministry's jobs are in the Office Administration group, this group employs 57% of all women, 48% of Aboriginal women, 63% of women with disabilities, 65% of Francophone women and 63% of racial minority women.

In the Ministry, jobs in the Maintenance Services occupational category make up 27% of all positions. Within this category, the Vehicle Operations occupational group makes up 17% of all Ministry jobs. Aboriginal peoples, persons with disabilities and Francophones are well-represented in these positions.

Women and racial minorities are significantly under-represented in Vehicle Operations. Although women make up 23% of the Ministry workforce, they hold only 4% of the Vehicle Operations positions. Similarly, racial minorities make up 10% of the Ministry workforce, but represent only 0.8% of the employees in this occupational group.

Despite the significant under-representation of women in all Maintenance Services occupations, their representation in these occupations has increased substantially since June 1989. In June 1989, 3% of all women employed by the Ministry worked in maintenance positions. Since that time, Ministry initiatives such as "Women in Maintenance" and the apprenticeships funded by the Management Board Secretariat, have promoted these non-traditional employment choices for women. Currently, 6% of all women employed by the Ministry work in these occupations.

## ACCESS TO AUTHORITY AND DECISION-MAKING

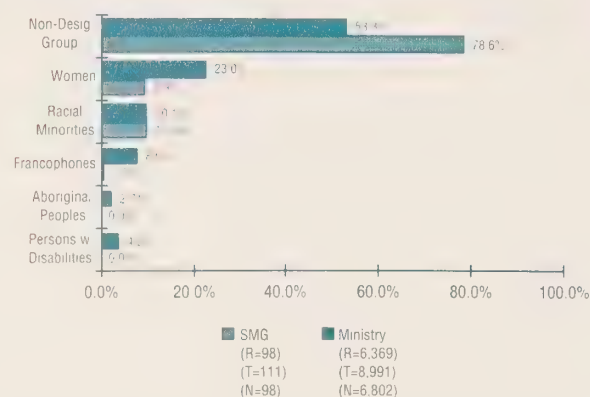
The disparity between the designated and non-designated groups is significant in the Senior Management group.

Graph 2 illustrates that all of the designated groups, with the exception of racial minorities, have a disproportionately low share of Senior Management group positions. Conversely, the non-designated group members represent 53% of the Ministry workforce, but hold 79% of all senior management positions.

Among those employees who responded to the survey, there was no representation of Aboriginal peoples or persons with disabilities in the Senior Management group. Women are generally under-represented in the Senior Management group, but women with another designated group status experienced more significant under-representation.

Graph 2

REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992

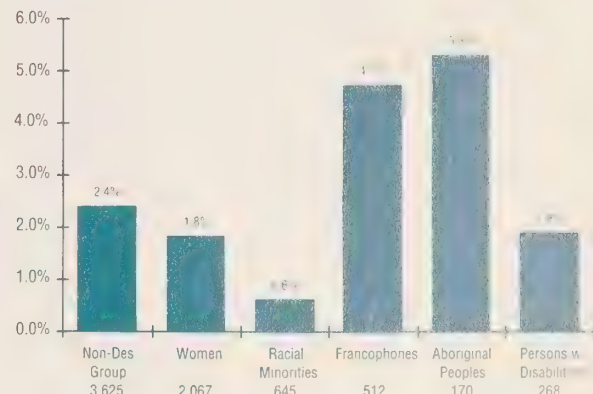


## JOB SECURITY

As Graph 3 shows, this Ministry employs only 4% of its workforce in the unclassified positions that are tracked for employment equity purposes. Other than Francophones and Aboriginal peoples, the designated group members employed in the Ministry are not disproportionately concentrated in unclassified positions in comparison with the non-designated group members. Eighty per cent (80%) of this Ministry's unclassified positions are seasonal.

Graph 3

PROPORTION OF DESIGNATED GROUPS IN UNCLASSIFIED POSITIONS MAY 1992



Among the new hires between June 1989 and May 1992, 70% of all non-designated group members were hired into classified positions. Designated group members were also hired predominantly into classified positions and are not being concentrated in the unclassified service of this Ministry.



The Ministry operates under the direction of the Treasurer, and within the framework of the *Ministry of Treasury and Economics Act*, the *Treasury Board Act* and the *Financial Administration Act*.

It recommends fiscal, economic and regional economic policies, provides advice to ensure consistency among these policies and other government programs; and formulates the provincial budget and manages the province's finances. It is a centralized organization, located in Toronto.

The Ministry has recently gone through a number of changes, including reorganization of the Treasury Division; the merger of the Program and Estimates Division of the Management Board Secretariat with the Fiscal Planning Policy Branch to form the Treasury Board Division; and the creation of the Fair Tax Commission, the Capital Markets Branch and the Budget Secretariat.

## SURVEY RATE

The Ministry of Treasury and Economics has surveyed 95% of its 568 employees. This is an improvement over the survey rate of 89% in June 1989.

Of the 126 employees hired between April 1991 and May 1992, 90% have been surveyed.

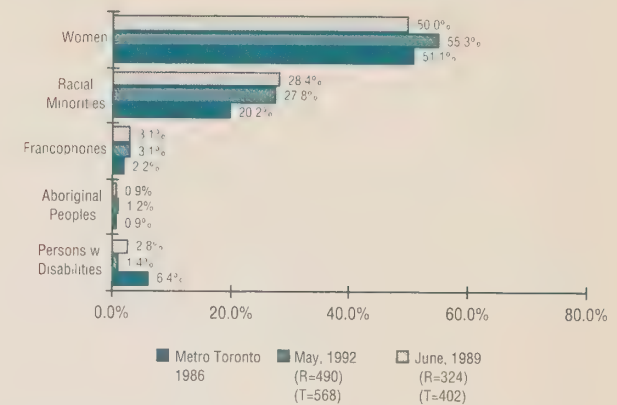
## REPRESENTATION OF THE DESIGNATED GROUPS

All designated groups, with the exception of persons with disabilities, are well-represented in the Ministry workforce. As Graph 1 indicates, the representation of Aboriginal peoples and women in the Ministry increased between June 1989 and May 1992. There was a slight decline in the representation of racial minorities while the representation of Francophones remained unchanged, despite an increase in the actual number of these two groups in the Ministry.

The representation of persons with disabilities declined from 2.8% in June 1989 to 1.4% in May 1992. This resulted from a decline in the number of persons with disabilities in the Ministry; the number who left was slightly greater than the number hired during this period.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE MINISTRY\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Ministry workforce in Metro Toronto

The Ministry used the hiring opportunities between June 1989 and May 1992 to increase the actual number of all designated groups in its workforce, with the exception of persons with disabilities.

## OCCUPATIONAL DISTRIBUTION

Since June 1989, there has been a significant narrowing of the wage gap between the designated groups and the non-designated group in this Ministry. This is attributable to pay equity and to changes in the occupational distribution during this period.

On average, women with another designated group status earned 62% of the earnings of the non-designated group in June 1989 and 71% in May 1992. Women with no other designated group status averaged 77% of the earnings of the non-designated group in June 1989 and 87% in May 1992. Despite these increases, women, particularly those with another designated groups status, continue to earn less than the non-designated group, indicating an over-representation in the lower paying positions in the Ministry.

Conversely, despite experiencing an increase in average salary, designated group men experienced a widening of the wage gap during this period. On average, designated group men earned 97% of the earnings of the non-designated group in June 1989, but earned 93% in May 1992.

## OCCUPATIONAL SEGREGATION

Women are over-represented in the Office Administration occupational group. Of the Ministry workforce, 21% are employed in these positions, compared with 31% of all women in the Ministry. A significantly greater proportion of racial minority women (51%) are employed in this occupational group.

The Economics and Statistics group employs 19% of the Ministry workforce. All of the designated groups, with the exception of persons with disabilities, are under-represented in this occupational group. Most significantly, none of the employees in this group reported being Aboriginal, and only 12% of the women in the Ministry are employed in this area.

## ACCESS TO AUTHORITY AND DECISION-MAKING

Graph 2 indicates that all designated groups, with the exception of persons with disabilities, are under-represented in the Senior Management group, in comparison with their representation in the overall Ministry workforce. Persons with disabilities remain under-represented in both the Ministry workforce and the Senior Management group in relation to their representation in the working-age population of the Metro Toronto region.

Among the employees in senior management who identified their designated group status, there were no Aboriginal peoples or Francophones.

Conversely, although non-designated group members make up 29% of the overall Ministry workforce, they hold 51% of senior management positions.

## JOB SECURITY

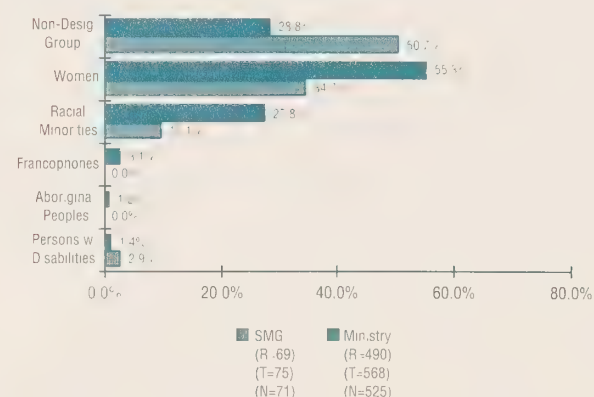
Of the Ministry workforce, 23% are employed in the unclassified service. Designated group members are employed in these positions at rates similar to that of the non-designated group.

However, between June 1989 and May 1992, racial minorities, Francophones and women were hired into classified positions at a proportionately lower rate than the non-designated group. None of the employees hired into classified positions reported having a disability.

Persons with disabilities and Francophones were over-represented among those who left the Ministry between June 1989 and May 1992. For example, whereas persons with disabilities represented 1% of the Ministry workforce, they represented 4% of those who left during this period. Conversely, none of those who left the Ministry during this period were Aboriginal.

Graph 2

REPRESENTATION OF DESIGNATED GROUPS IN THE SENIOR MANAGEMENT GROUP AND MINISTRY MAY 1992



## CABINET OFFICE

Cabinet Office ensures that the policies and programs of government reflect the will of the Cabinet and its committees.

The Office is located in Toronto.

*(In view of the changes since 1989 in how this Office reports its workforce, we present an overview of its workforce as of May 1992.)*

### SURVEY RATE

This office has surveyed 95% of its 87 employees.

Of the 22 employees hired between April 1991 and May 1992, 86% have been surveyed.

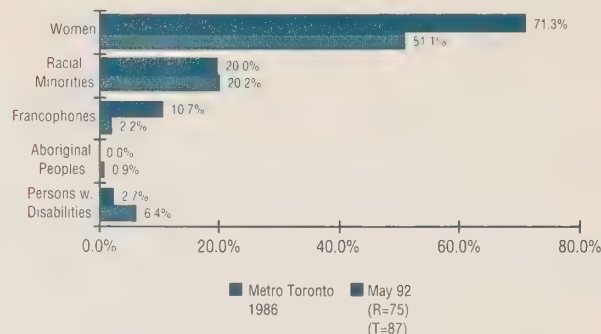
### REPRESENTATION OF THE DESIGNATED GROUPS

As Graph 1 shows, all designated groups, with the exception of persons with disabilities and Aboriginal peoples, are well-represented in this office in comparison with their representation in the working-age population of Metro Toronto. Persons with disabilities are significantly

under-represented in this workforce. Of the employees who identified their designated group status, none self-identified as Aboriginal.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN CABINET OFFICE AND THE METRO TORONTO WORKING AGE POPULATION



### OCCUPATIONAL DISTRIBUTION

On average, women with no other designated group status earned 97% of the earnings of the non-designated group in May 1992. Women with another designated group status earned, on average, 85%. The significant difference in the wage gap experienced by these two groups of women indicates that women with another designated group status experience greater concentration in lower paying jobs.

Designated group men earned slightly more, on average, than the non-designated group.

### OCCUPATIONAL SEGREGATION

Occupational segregation is limited in this office.

However, there is an over-representation of racial minority and Francophone women in the Office Administration occupational group despite their small numbers in this workforce. Sixty-four per cent (64%) of all racial minority women and 50% of Francophone women are employed in this occupational group, compared with 43% of the entire workforce of the office.

### ACCESS TO AUTHORITY AND DECISION-MAKING

The representation of all designated groups in the 14 senior management positions of this office is reflective of their representation in the office's overall workforce. Racial minorities are slightly under-represented, while none of the employees in senior management reported being Aboriginal.

### JOB SECURITY

Although one-third of the employees are in the unclassified service, designated group members are not over-represented in unclassified positions compared with the non-designated group.



## OFFICE OF FRANCOPHONE AFFAIRS

**T**he Office of Francophone Affairs develops and coordinates the policies and programs of the Government of Ontario relating to Francophone affairs and the provision of French language services. The Office works closely with the Francophone community and constitutes a major link between the government and this community. The Office is very small and is located in Toronto.

*(In view of the small size of this Office and the fact that it was not in existence as a separate organization in June 1989, we present a brief description of its workforce as of May 1992.)*

### SURVEY RATE

Of the 32 employees in this Office, 97% have been surveyed to date. All new hires between April 1991 and May 1992 have been surveyed.

### REPRESENTATION OF THE DESIGNATED GROUPS

Given the work of the Office, it is dominated by Francophones, who make up 83% of the workforce. Women make up 66% of the workforce. With the exception of persons with disabilities and racial minorities, all of the designated groups are well-represented in comparison with their representation in Metro Toronto. Although persons with disabilities represent 6% of the working-age population of Metro Toronto, they hold only 3% of the jobs in the Office. Similarly, racial minorities represent 20% of the working-age population of Metro Toronto, but make up only 7% of the Office's workforce.

### ACCESS TO AUTHORITY AND DECISION-MAKING

All of the Senior Management group positions in this Office are staffed by Francophones, with one-half of them being women. The other designated groups are not represented in the Senior Management group.

The commission administers and enforces the *Ontario Human Rights Code*. The Code provides the right to equal treatment in employment, contracts, accommodation and membership in any vocational or professional association without discrimination.

The Commission operates at arm's length from the government and carries out a program of investigation and conciliation of complaints and enforcement. It also undertakes policy development in the area of human rights, and offers public education and consultation with employers, unions and other groups, with a view to eliminating discrimination on the prohibited grounds and in the areas of public activity identified in the Code.

The head office of the Commission is located in Toronto, with 27% of staff delivering programs in various regional offices.

## SURVEY RATE

Of the Commission's 226 employees, 94% were surveyed as of May 1992. This is an increase from the survey rate of 84% in June 1989.

Despite the increase in survey rate, of the 41 employees hired between April 1991 and May 1992, only 76% have been surveyed.

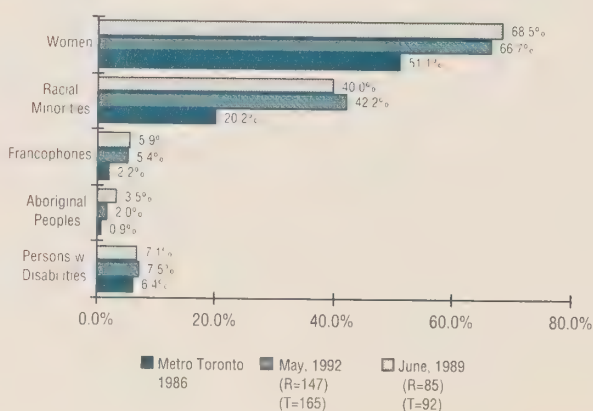
## REPRESENTATION OF THE DESIGNATED GROUPS

As indicated in Graph 1, all designated groups are well-represented in the Commission, in comparison with the working-age population of Metro Toronto, in which 73% of the Commission's jobs are located.

Between June 1989 and May 1992, the Commission used its hiring opportunities to increase the actual number of all designated groups in its workforce. All designated groups, with the exception of persons with disabilities, were well-represented among the new hires to the Commission during this period.

Despite the increase in actual numbers, the representation of women, Francophones and Aboriginal peoples declined slightly.

Graph 1  
REPRESENTATION OF DESIGNATED GROUPS IN THE COMMISSION\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Commission workforce in Metro Toronto

## OCCUPATIONAL DISTRIBUTION

Between June 1989 and May 1992, there was a significant increase in the average salary of women in the Commission in comparison with the average earnings of the non-designated group. On average, women with no other designated group status earned 79% of the average earnings of the non-designated group in June 1989 and 92% in May 1992. On average, women with another designated group status earned 70% of the earnings of the non-designated group in June 1989 and 80% in May 1992.

The increase can be attributed to pay equity adjustments, and to changes in the occupational distribution of women in the Commission.

The wage gap experienced by designated group men closed during this period. On average, designated group men earned 91% of the earnings of the non-designated group in June 1989 but earned the same as that group in May 1992.

## OCCUPATIONAL SEGREGATION

Occupational segregation in this Commission is minimal. The designated groups are well-distributed throughout most occupational groups in the Commission.

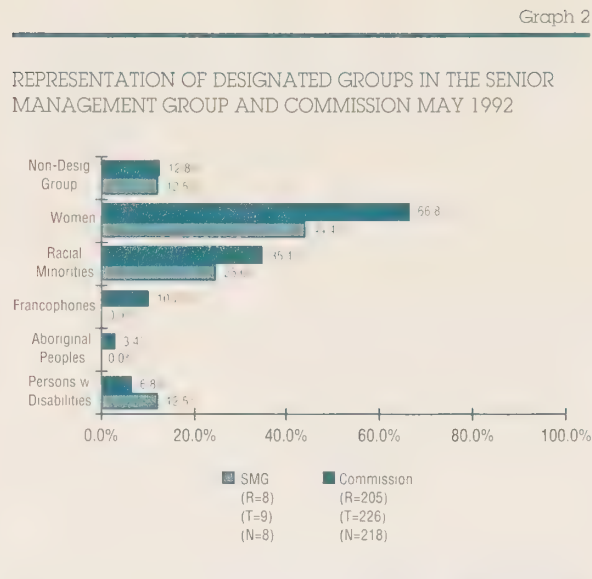
As suggested by the wage gap between women with another designated group status and the non-designated group, women experience some over-representation in

lower paying jobs in the Commission. Whereas 28% of the Commission's workforce are employed in the Office Administration occupational group, 38% of all women, 56% of Francophone women and 46% of racial minority women are employed in these positions.

## ACCESS TO AUTHORITY AND DECISION-MAKING

As indicated by Graph 2, with the exception of persons with disabilities, the designated groups are under-represented in senior management positions in relation to their representation in the Commission's workforce. Persons with disabilities are well-represented in senior management positions in comparison with their representation in the Commission. None of the employees in senior management reported being Aboriginal or Francophone.

The non-designated group are represented in the Senior Management group at the same rate at which they are represented in the Commission's workforce.



## JOB SECURITY

Of the employees in the Commission, 19% are in the unclassified service. With the exception of women and racial minorities, the designated groups are not employed in disproportionately greater numbers in the unclassified service in comparison with the non-designated group. Of the non-designated group members, 14% are employed in unclassified positions, compared with 17% of racial minorities and 20% of women in the Commission.

Between June 1989 and May 1992, the designated groups were hired into the classified service at rates comparable to that of the non-designated group.

None of the designated groups, with the exception of persons with disabilities and women, were significantly over-represented among those who left, in relation to their representation within the Commission. The over-representation of women and persons with disabilities among those who left the Commission offset the gains made through hiring.



## ONTARIO NATIVE AFFAIRS SECRETARIAT

**T**he Ontario Native Affairs Secretariat develops and monitors corporate native affairs policy, acts as an advocate for the resolution of native affairs issues within the government, negotiates and settles Aboriginal land claims and manages the province's involvement in Aboriginal self-government negotiations.

This Secretariat is a special-purpose office with the majority of its staff located in Toronto. A regional office is located in Thunder Bay. In 1991–92 the Secretariat was reorganized and streamlined.

*(In view of the small size of this Secretariat, we present an overview of its workforce as of May 1992.)*

### SURVEY RATE

The survey rate of the Secretariat's workforce has increased slightly from 96% in June 1989 to 97% of the 36 employees in May 1992.

Of the employees hired between April 1991 and May 1992, 83% have been surveyed.

### REPRESENTATION OF THE DESIGNATED GROUPS

With the exception of persons with disabilities and racial minorities, the designated groups are well-represented in

the Secretariat in comparison with the working-age population of Metro Toronto, in which 94% of the Secretariat's workforce are employed. Women represent 58% of the Secretariat's workforce, Francophones represent 12%, and Aboriginal peoples represent 15%.

Racial minorities make up 20% of the working-age population in Metro Toronto, but hold 9% of the positions in the Secretariat. Similarly, persons with disabilities make up 6% of the working-age population of Metro Toronto, but hold only 3% of the positions in the Secretariat.

### ACCESS TO AUTHORITY AND DECISION-MAKING

With the exception of Aboriginal peoples and Francophones, the designated groups are under-represented in the senior management positions within the Secretariat in comparison with their representation in the overall workforce of the Secretariat.

Of the Secretariat employees who identified their designated group status, persons with disabilities and racial minorities were not represented in senior management positions. Women are slightly under-represented; they represent 58% of the Secretariat's workforce and hold 50% of the senior management positions.

Conversely, non-designated group members hold a greater proportion of the senior management positions, representing 29% of the Secretariat's workforce and 50% of the positions in the Senior Management group.



The Ontario Science Centre is an agency of the Ontario Ministry of Culture and Communications. The Centre offers a large variety of programs designed to stimulate and inform the general public and school groups about science and technology. It has pioneered a hands-on approach to learning and has an international reputation. The Centre also has an extensive outreach program with travelling exhibitions that have been seen throughout Ontario, across Canada and overseas.

The Ontario Science Centre, located in Toronto, is in the process of a major reorganization.

## SURVEY RATE

Of the Centre's 270 employees, 90% had been surveyed as of May 1992. This is a significant increase from the survey rate of 58% in June 1989.

Of the 19 employees hired between April 1991 and May 1992, 90% have been surveyed.

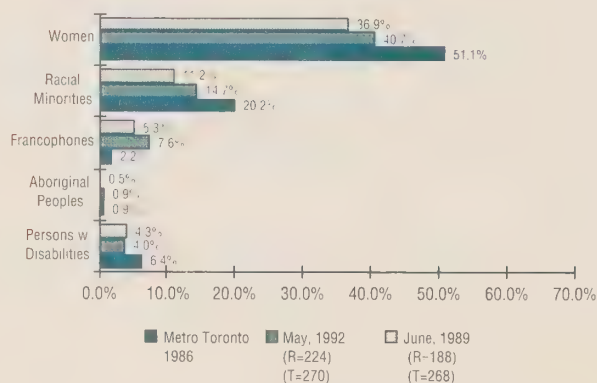
## REPRESENTATION OF THE DESIGNATED GROUPS

As shown in Graph 1, Aboriginal peoples and Francophones are well-represented among the Centre's workforce in comparison with their representation in the working-age population of the Metro Toronto region.

Despite slight increases in the representation of racial minorities and women between June 1989 and May 1992, they remain under-represented in the Centre's workforce. The representation of persons with disabilities declined slightly during this period. Although there was no change in the actual number of persons with disabilities, the size of the Centre's workforce increased, resulting in a slight decline in representation of this group.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE CENTRE AND THE METRO TORONTO WORKING AGE POPULATION



Although all designated groups were well-represented among new hires to the Centre between June 1989 and May 1992, none of the new employees surveyed reported having a disability.

## OCCUPATIONAL DISTRIBUTION

Between June 1989 and May 1992, the proportion of the average salary of the non-designated group earned by women with no other designated group status increased from 92% to 95%. On average, women with another designated group status earned 77% of the earnings of the non-designated group in June 1989 and 84% in May 1992. The significant difference in the wage gap between these two groups of women indicates that women with another designated group status experience greater over-representation in the lower paying occupations in the Centre.

The decrease in the wage gap for women can be attributed to the implementation of pay equity during this period and to changes in the occupational distribution of women.

Although women experienced some decrease in the wage gap during this period, designated group men experienced a slight widening. Whereas designated group men averaged slightly higher earnings than the non-designated group in June 1989, they earned 99% of the earnings of that group in May 1992.



## OCCUPATIONAL SEGREGATION

Occupational segregation in the Ontario Science Centre is limited.

The largest occupational group within the Centre is Trades and Crafts, which comprises 25% of the Centre's workforce. Although persons with disabilities are well-represented in this occupational group, the other designated groups are significantly under-represented. None of the employees in this occupational group reported being Aboriginal or Francophone, and only 9% of the racial minorities and 2% of women employed in the Centre work in these positions.

Although 19% of the Centre's workforce are employed in the Office Administration occupational group, 37% of all women in the Centre are employed in this area. Women with another designated group status experience greater over-representation – most notably, 71% of the racial minority women.

## ACCESS TO AUTHORITY AND DECISION-MAKING

The Ontario Science Centre currently has one employee in the Senior Management group.

Only a small number of this Ministry's unclassified staff are captured in the Workforce Profile Database, so no analysis of the representation of designated groups in the unclassified service has been conducted.

Racial minorities, Francophones and women were more likely to be hired into unclassified positions in the Centre than were the non-designated group. Most significantly, 6% of the non-designated group hired during this period were hired into unclassified positions in the Centre, whereas 44% of the women hired were hired into unclassified positions.

Racial minorities and women were significantly over-represented among those who left the Centre in relation to

their representation within the Centre. While racial minorities represented only 15% of the Centre's workforce, they represented 21% of those that left between June 1989 and May 1992. Similarly, women represented 41% of the Centre's workforce and 50% of those who left.

# ONTARIO WOMEN'S DIRECTORATE

(including the Ontario Women's Directorate and the Ontario Advisory Council on Women's Issues)

The Ontario Advisory Council on Women's Issues has a new mandate to consult with women's groups across the province and advise the government through the Minister Responsible for Women's Issues.

The Ontario Women's Directorate fosters the economic, social and legal equality of all women in Ontario through partnerships with the public and private sectors. It acts as central policy adviser on women's issues within the Government of Ontario. The Directorate provides advice to business, labour, government, community and other groups on the development and delivery of programs, services and resources that are of benefit to women. It is also an information source for and an educator of the public on issues such as violence against women, poverty and workplace discrimination.

The Council and Directorate are located in Toronto.

## SURVEY RATE

As of May 1992, 88% of the 100 employees in Women's Issues have been surveyed. This is a slight increase from the survey rate of 85% in June 1989.

However, only 65% of the 17 employees hired between April 1991 and May 1992 were surveyed.

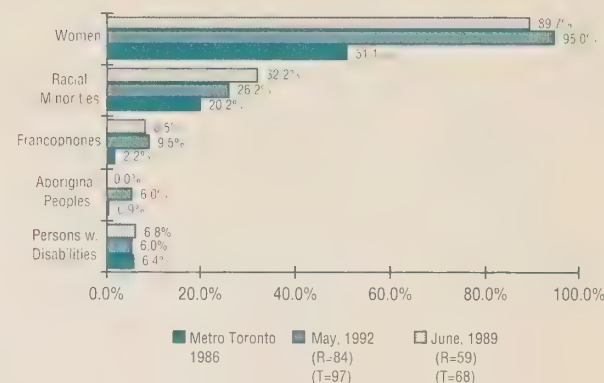
## REPRESENTATION OF THE DESIGNATED GROUPS

Graph 1 compares the representation of the designated groups in the office with their representation in the working age population of Metro Toronto. The majority of staff (97%) are located in Metro Toronto. The remaining staff are employed in the Northwestern region of the province. All of the designated groups are well-represented in the office in comparison with their representation in the working age population of Metro Toronto.

This workforce is mostly made up of women. Between June 1989 and May 1992, this office used the opportunities to hire to increase the number of designated groups in its workforce. Although the actual number of all the designated groups in the Office has increased, a corresponding increase in representation occurred only for women, Francophones and Aboriginal peoples. The representation of racial minorities and persons with disabilities declined because the increase in their actual numbers was offset by a larger increase in the size of the overall workforce.

Graph 1

REPRESENTATION OF DESIGNATED GROUPS IN THE DIRECTORATE\* AND THE METRO TORONTO WORKING AGE POPULATION



\* Directorate workforce in Metro Toronto

All of the designated groups were well-represented among new hires to the office, with the exception of persons with disabilities. All of the employees hired between June 1989 and May 1992 were women, while none of the employees hired during this period reported having a disability. The office used the opportunities to hire to bring Aboriginal people into the workforce. Although none of the employees in June 1989 self-identified as being Aboriginal, this group is now well-represented in the office.

## OCCUPATIONAL DISTRIBUTION

Occupational distribution is measured through the wage gap between the average earnings of the non-designated group in comparison with the average earnings of the designated groups. However, since the office is dominated by designated groups, particularly women, this comparison is not relevant.

A comparison will be made between women with no other designated group status and those with another designated group status.

On average, women with another designated group status earn 82% of the earnings of women with no other designated group status. This is an increase from 76% in June 1989. The significant wage gap between the two groups of women highlights the over-representation of women with another designated group status in the lower paying occupational groups and their under-representation in the Senior Management group.

## OCCUPATIONAL SEGREGATION

Designated group members are well-distributed throughout the various occupations. The only significant over-representation of designated groups is experienced by racial minority women in the Office Administration group; 42% as compared to 26% of all employees are employed in these positions.

## ACCESS TO AUTHORITY AND DECISION-MAKING

All of the senior management positions are held by women. Except for Aboriginal and Francophone women, women who hold another designated group status are represented in the senior management positions. None of the employees in senior management self-identified as Aboriginal or Francophone.

## JOB SECURITY

Despite their small numbers, Aboriginal peoples and racial minorities were over-represented in the unclassified service of this office – although 21% of all jobs in this office are unclassified, 60% of Aboriginal peoples and 42% of racial minorities are employed in them.

Although 47% of all new hires between June 1989 and May 1992 were into classified positions, only 23% of racial minorities and 25% of Aboriginal peoples (all of whom are women) were hired into classified positions.









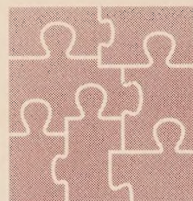




# THE EMPLOYMENT EQUITY LOGO

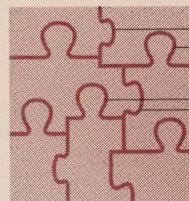
- WHAT DOES IT MEAN?

1



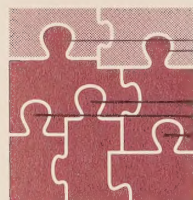
The workplace as a "whole" unit; all groups need to be represented, otherwise the picture is not complete;

2



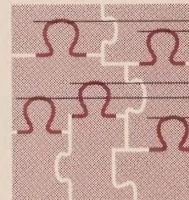
The lines of communication, necessary in a fair and equitable environment;

3



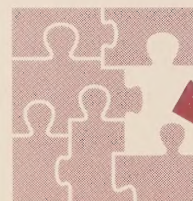
The five designated groups identified;

4



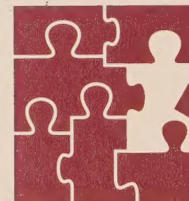
The designated groups appearing at all levels in the workplace, not just low-skill or entry level positions;

5



One section of the "puzzle" shown out of its proper place, as the goal has not yet been reached;

6



Final version:  
**a)** a designated group entering the workforce, ideally suited to fill the gap;  
**b)** an "E", for Employment Equity;  
**c)** a reminder that the picture is still not complete.